



G467 Finance, Governance and Administration

3 credits. Prerequisites: first year of studies.

 Saskatoon Campus  Livestream  Video on Demand

 Mississauga Campus with Remote Prof

November 2 – 6, 2026

Module B

Monday – Friday; 9am – 4pm SK (10am – 5pm ET)

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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

Please note: This course involves scheduling meetings, reading, and assignments 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 and MCS's Missions

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; Board Meeting and Interview
- 4. Prepare official documentation for organizational meetings (e.g., board and/or congregational meetings) and practice parliamentary procedure. (governance)
 - *Assessment:* Quiz: Governance Key Terms and Relationship to Authorities; Meeting Agenda Package; Church Board Meeting
- 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

Course Work

Required Readings

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

[DTL](#)

Welch, Robert H. and Jody Dean. *Church Administration: Creating Efficiency for Effective Ministry*. 3rd edition. Nashville: B&H Academic, 2025. ISBN: 979-8384506966.

[DTL](#)

Additional course readings are available on Populi. You will need 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.

Course Assignments and Activities

Pre-Course and During the Module Assignments

1. Schedule Meetings

For this course, students will be required to attend two board meetings: one at their church and one at a different ministry organization (preferably not a church). See assignments #8 and #9. Students will also be required to interview the board chairperson at the non-church organization.

Although these assignments are not due until later in the course, students are to contact their church and another organization by November 2 at 9am SK to confirm their attendance at the board meetings and their interview of the board chairperson (at the non-church organization).

Board meetings often involve the discussion of confidential material. When contacting your church and the additional organization, provide them with a copy of the Confidentiality Agreement (available on Populi under Lessons) and confirm that you will abide by this. If your church will not permit you to attend a board meeting, contact your instructor to determine a suitable substitute. If the second organization will not permit you to attend a board meeting, conduct the interview only.

Post a comment under the “Schedule Meetings” assignment on Populi to confirm:

- The name of your church and the date you will attend a board meeting.
- The name of the additional organization and the date you will attend a board meeting.
- **Due date to confirm meeting schedule on Populi:** November 2 at 9am SK
- **Due date to complete the board meetings, interview, and affiliated assignments (see Assignment #8 and 9 below):** December 9.

2. Reading Response Essay – 10%

The purpose of these 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 attending class or watching the lecture videos. 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. Chapter 15 – President or Vice-President
 3. Chapter 16 – Secretary; read only sections A, B, C, & D
 4. Chapter 17 – Treasurer; read only section A
 5. Chapter 18 – Board Member
- Administration
 - i. Welch and Dean's *Church Administration* textbook:
 1. Chapter 1: “An Introduction to Administration”
 2. Chapter 2: “Basics for Administration”

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 are there 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. Follow the Horizon & MCS Format Guide. Include a bibliography.

- Related learning outcomes: #3, 5.
- **Assignment length:** 2 pages (1 page per question).
- **Due date:** November 2 at 9am SK

3. Readings #1, #2, and #3 – preparation for the quizzes.

The purpose of these readings is to familiarize students with key concepts, roles, and terminology inherent to matters involving Governance and Administration (Reading #1) and Finance (Readings #2 and #3) and to prepare for the quizzes. Read the following portions of your textbooks and designated articles available on Populi:

- **Reading #1:** When finished, post a comment on Populi confirming that you have completed the readings.
 - The following portions from Welch and Dean's *Church Administration* textbook.
 - Chapter 3: "Document for Administration"
 - "The Church Organization Manual"
 - "Policy and Procedures"
 - "Manuals of Operation"
 - Chapter 4: "Organizing the Church"
 - "Types of Polity"
 - "Administering through the Polity"
 - "The Church Staff Plan"
 - "Committees, Councils, and Ministry Team"
 - Chapter 6: "Administering Personnel Resources"
 - Beginning of the chapter until the end of "Application Process"
 - "Performance of Work" until the end of "Developing a Personnel Evaluation System"
 - **Due date:** November 3 at 9am.
- **Reading #2:** When finished, post a comment on Populi confirming that you have completed the readings:
 - DeKruyter, Overseeing Church Finances (available on Populi).
 - Internal Controls Checklist – Do not memorize these; just skim them over. Pay closer attention to 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).
 - **Due date:** November 4 at 9am.
- **Reading #3:** When finished, post a comment on Populi confirming that you have completed the readings:
 - A Guide to Financial Statements for Not-for-Profit Organizations: Questions for Directors to Ask (pp. 1-14) (available on Populi).
 - **Due date:** November 5 at 9am

4. Quizzes – 15%

During the module, students will complete three open-book quizzes during class time that reinforce comprehension of key concepts, roles, and terminology. This knowledge will also prepare students for some of the assignments.

- Related learning outcomes: #1, 2, 3, 4, 5.
- **Assignment length:** Approximately 1 hour per quiz.
- **Due dates:**
 - **Administrative Key Terms Quiz:** Tuesday, November 3
 - **Financial Key Terms and Related Statements Quiz:** Thursday, November 5
 - **Governance Key Terms and Relationship to Authorities Quiz:** Friday, November 6

Post-Module Assignments

5. *Church Financial Report Analysis* – 10%

Review, evaluate, and comment on a church financial report and the annual budget process. Students will evaluate a local church's historical spending against budget and plan their year's spending accordingly. Using appropriate budgeting methods, students will use the concepts of fixed cost/overhead expenditure, salaries and benefits, programming expenditures, and capital items on financial statements. They will document the relationship of spending to the budgeting cycle. Follow the Horizon & MCS Format Guide. See the Lesson "Church Financial Report Analysis Documents" for further information and instructions.

- Related learning outcome: #2.
- **Assignment length:** 4 pages (3-page paper and 1 page spreadsheet).
- **Due date:** November 13

6. *Meeting Agenda Package* – 10%

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 for this assignment is available under Lessons on Populi.

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: #4.
- **Assignment length:** 4-5 pages.
- **Due date:** November 19.

7. *Sample Budget* – 10%

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: #2.
- **Assignment length:** 1 spreadsheet and 1 page of supporting notes.
- **Due date:** November 25.

8. *Church Board Meeting* – 10%

Students will be required to attend a board meeting at their church. (See assignment #1 regarding scheduling the meeting.) Board meetings often involve the discussion of confidential material. Be sure to provide the board chairperson with the Confidentiality Agreement (available on Populi under Lessons) and abide by this agreement. If your church will not permit you to attend a board meeting, contact your instructor to determine a suitable substitute.

After the board meeting, submit a 5-minute video report (submission instructions will be given on Populi) discussing whether Robert's Rules of 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.

- Related learning outcome: #4.
- **Assignment length:** N/A.
- **Due date:** December 1.

9. *Board Meeting & Interview* – 10%

Make arrangements to attend a board meeting and interview the board chairperson at a ministry organization (preferably not a church) in your community. (See assignment #1 regarding scheduling the meeting.) Board meetings often involve the discussion of confidential material. Be sure to provide the board chairperson with the Confidentiality Agreement (available on Populi under Lessons) and abide by this agreement. If the organization will not permit you to attend a board meeting, conduct the interview only. For the interview, use the *Part I: Interview Questions* on the document "Board Meeting and Interview Guidelines," available under Lessons on Populi.

Following the board meeting (if permitted) and interview, write a 3-4-page paper answering the questions indicated on Part 2: Questions for the Board Meeting and Interview Paper of "Board Meeting and Interview Guidelines."

Include citations in footnotes when paraphrasing, summarizing, or quoting from your reading assignments or other sources. Follow the Horizon & MCS Format Guide. Include a bibliography.

Information from the board meeting and interview must be included in the Administrative Plan as well.

- Related learning outcomes: #3.
- **Assignment length:** 3-4 pages.
- **Due date:** December 7.

10. *Administrative Plan* – 25%

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. When to budget, prepare financial reports, present to the congregation, and conduct an annual audit

- i. Include a timeline that would lead up to each of the above events and include simple steps for preparation (e.g., who would be involved, resources used, etc.)
- c. Administrative and ministry event calendar for the organization
- d. Annual reporting to various constituencies (e.g., districts, Annual General Meetings, CRA, legal filings, etc.)
- e. The role of organizational policies and procedures in creating administrative plan.

Throughout the assignment, be sure to do the following:

- 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 your interviews of charity/church leaders and attendance of a board meeting.
- Follow the Horizon & MCS Format Guide.
- Include a bibliography.
- Related learning outcome: #5.
- **Assignment length:** 5 pages.
- **Due date:** December 11.

Video-on-Demand (VOD) Student Requirements

As indicated on the course schedule, this class is 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 and different* assignment due dates as in-class students.
 - Scheduling Meetings: November 2 at 9am
 - Reading Response Essay: November 2 at 9am
 - Administrative Key Terms Quiz: due November 12. You will want to watch all of the Day 1 and 2 videos and complete Reading #1 before you do the quiz.
 - Reading #1: due November 12
 - Reading #2: due November 16
 - Financial Key Terms and Related Statements Quiz: due November 20. You will want to watch all of the Day 3 and 4 videos and complete Reading #2 before you do this quiz.
 - Church Financial Report Analysis: due November 23
 - Reading #3: due November 26
 - Governance Key Terms and Relationship to Authorities Quiz: due November 26. You will want to watch all of the Day 5 videos and complete Reading #3 before you do the quiz.
 - Meeting Agenda Package: due November 30
 - Sample Budget: due December 3
 - Church Board Meeting: December 7
 - Board Meeting and Interview: December 7
 - Administrative Plan: December 11

- According to the schedule below, VOD students are required to watch and engage with all lecture content and in-class activities. VOD students will submit a 2–3-minute video report that 1) affirms you have watched the required recording, 2) summarizes one thing you learned that will help you reach the course learning outcomes, and 3) explains at least one question you had after watching the class recording.
 - Day 1 Lectures and Report due Saturday, November 7
 - Day 2 Lectures and Report due Thursday, November 12
 - Day 3 Lectures and Report due Monday, November 16
 - Day 4 Lectures and Report due Friday, November 20
 - Day 5 Lectures and Report due Thursday, November 26
- Students registered to attend by VOD will fulfill the course attendance requirements through their video report submissions. They must submit their VOD reports on time to be registered as present for class.

Estimate of Time Investment (individual time investments may vary)

Classroom time	30 hrs		
1. Schedule Meetings	1 hr	Nov 2	
2. Reading Response Essay	8 hrs	Nov 2	10%
3. Readings #1, #2, and #3	8 hrs	Nov 3, 4, 5	n/a
4. Quizzes	3 hrs	Nov 3, 5, 6	15%
5. Church Financial Report Analysis	10 hrs	Nov 13	10%
6. Meeting Agenda Package	2 hrs	Nov 19	10%
7. Sample Budget	10 hrs	Nov 25	10%
8. Church Board Meeting	3 hrs	Dec 1	10%
9. Board Meeting & Interview	6 hrs	Dec 7	10%
10. Administrative Plan	20 hrs	Dec 11	25%
Total =	101 hrs		

All assignments are due at 8pm ***SK time*** unless otherwise indicated.

Assessment Rubrics

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

Course Outline

Week	Lecture Videos, Readings, and Assignments	Lecture Topics	Due Date
Day 1	• Schedule Meetings • Reading Response Essay		Nov 2 Nov 2
Day 2	• Reading #1 • Admin Quiz	• <i>Course introduction</i> • <i>Theological foundation</i> • <i>Intro to administration</i>	Nov 3 Nov 3

Day 3 <i>Chapel: 1pm-2:15pm SK</i>	• Reading #2	• <i>Managing an effective small business office environment</i>	Nov 4
Day 4	• Reading #3 • Finance Quiz	• <i>Budgeting processes, goal setting, and evaluating progress against financial goals</i>	Nov 5 Nov 5
Day 5	• Governance Quiz	• <i>Ensuring continuity & viability of ministry through financial management of the church</i> ◦ <i>Macro budget process & timeline</i> ◦ <i>Capital budget</i> ◦ <i>Fund accounting</i> • <i>Board governance</i> • <i>Constitution and bylaws</i> • <i>Business meetings</i>	Nov 6
Post-Course Assignments	Church Financial Report Analysis		Nov 13
	Meeting Agenda Package		Nov 19
	Sample Budget		Nov 25
	Church Board Meeting		Dec 1
	Board Meeting & Interview		Dec 7
	Administrative Plan		Dec 11

- Revision Week is December 14-18. Students are encouraged to submit revised assignments soon after they receive their marked assignments.
- No assignments will be accepted after the course end date: December 18, 2026.

Academic Policies

General Assignment Guidelines

Please see the [Horizon](#) & [MCS](#) Format Guide for assignment submission, grammar, and formatting guidelines. The length of papers should fall within +/- 10% of the stated length. Papers that fall outside the length guidelines may not be graded. Assignments should be submitted via Populi under *Submissions* (not *Comments*). The resource at this [link](#) explains how to submit assignments on Populi.

Extensions

To submit extension requests, students must submit the *Request Extension Form* on the [MCS](#) or [Horizon](#) website and *before the due date*. Professors reserve the right to deny extensions. Generally, the sooner that a student asks for an extension, the more willing faculty tend to be in granting extensions. Furthermore, no extensions will be granted beyond the final day of a term or semester unless approval is granted by the Associate Academic Dean (MCS) or Assistant Academic Dean (Horizon).

Late Assignments

Students are expected to submit work by the assigned or extended due dates, as part of their development of the Leadership and Administration competency. A late penalty will be assessed for all overdue assignments: 1-3 calendar days late, penalty of 10%; 4-6 calendar days late, penalty of 20%; after 6 calendar days late, an assignment receives a grade of 0 and no opportunity for revision. Any late penalty incurred on a first submission will be applied regardless of if the student chooses to continue learning through the revision process.

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.

Competency Assignment Revisions

After each assignment has been marked, students have the opportunity to continue learning in response to feedback they receive on assignments. Students can submit one revision 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 demonstrating competency. Revised assignments may be submitted up to the course end date, although students are encouraged to submit them soon after they receive their marked assignments. Assignments submitted later than one week before the course end date are ineligible for revisions.

Horizon and MCS's College Assessment of Student Work

The goal of courses is to help students develop their competency, rather than solely 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. Once a student's assignment has met all assignment completion requirements, the professor will assign a grade for that assignment. The opportunity for revisions exists according to the "Assignment Revisions" policy.

Horizon and MCS Competency 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
		Student demonstrated excellent achievement of the learning outcomes.	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
BTM	Beginning to meet expectations	Student demonstrated satisfactory progress in achieving the learning outcomes.	C+	2.3	67-69
			C	2.0	63-66
			C-	1.7	60-62
		Student demonstrated minimal progress in achieving the learning outcomes.	D+	1.3	57-59
			D	1.0	53-56
			D-	0.7	50-52

NYM	Not yet meeting expectations	Student made insufficient progress toward meeting learning outcomes.	F	0.0	0-49
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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.

Horizon and MCS have a subscription to software that ensures the originality of academic writing, verifies the proper citation of all sources, and detects AI-generated content. When you submit an assignment, you will automatically receive a summary on Populi that includes your submitted files along with an originality score (a high originality score is positive).

Artificial Intelligence (AI) Usage

In keeping with the Academic Integrity policy above, students must disclose on the title page of all assignments whether or not they have used AI and how they have used it. If the assignment has no title page, the student must disclose this to the instructor by some other means, such as in a comment on Populi. Students are expected to follow the policy for acceptable use of AI that is published in the [Horizon](#) and [MCS](#) Student Handbooks.

Accessible Learning Services Information

Horizon and MCS are committed to provide safe and inclusive learning environments which equalize the opportunity for students with disabilities to meet the requirements of the institutions, programs, and courses. The application for Academic Accommodations begins with a student disclosing a medical diagnosis or professionally documented learning disability during the application process. Enrolled students may contact Accessibility services personnel (at MCS, the Director of Academic Success, Wendy Holmes at wendy.holmes@mcs.edu; at Horizon, the Academic Accommodations Coordinator, Richelle Bekkattla at rbekkattla@horizon.edu). All Academic Accommodations will adhere to the Guiding Principles listed in the Student Handbooks. Students with documented accommodations on file pertaining to accessing course readings in alternate formats are encouraged to contact the librarian for assistance with as much advanced notice as possible.

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. Students registered to attend on-campus or via livestream must be present for the full duration of a class period to be

marked as present for the class. Students registered to attend by VOD must submit their VOD reports on time to be marked as present for class. In the case of illness or other unforeseen circumstances, students may miss up to twenty percent of the total class time (e.g., one day of a module course, two 3-hour classes, etc.) without academic penalty. Students who are absent for more than this 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.

Livestreaming Etiquette

Students taking the course through livestreaming are required to indicate this during their course registration. While livestreaming 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 livestream, 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 and MCS encourage 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 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 (potentially including future online video courses) 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.

Library Support and Research Assistance

Library staff are available to meet with students (online or in person) who need assistance with

- citing sources and identifying credible resources;

- developing research and information literacy skills;
- searching DTL and other library resources.

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*. 3rd edition. San Francisco: Jossey Bass, 2006.