

BRIERCREST

LE 845 Governance and Board Development Winter 2022

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Course Dates: February 7-11, 2022

3 Credit Hours

COURSE DESCRIPTION

The course will explore the theological, historical, philosophical, psychological and structural factors that contribute to the reconceived assumptions regarding governance and board governance. In this study of the different models of governance and types of boards, emphasis is placed on best practice design or redesign, development, and function of governance and board governance within a wide range of organizational and ministry settings. The course will include a study of board and elder work in church environments.

COURSE INTEGRATION

This course is intentionally focused on optimizing the integrity and alignment of spirituality, persons, processes, and organization. We will intentionally focus on influencing character transformation of the whole person, and the bringing together of Board members into a healthy, integrated spiritual community that contributes to optimal team performance.

COURSE TEXTS

Carver, John. *Boards That Make a Difference*. 3rd. edition (or any edition will be acceptable & a used copy is fine). San Francisco: Jossey Bass, 2006. ISBN 10-7879-7614-4.

Malphurs, Aubrey. *Leading Leaders: Empowering Church Boards for Ministry Excellence*. Grand Rapids: Baker, 2005. ISBN 0-8010-9178-0. **OR** Dan Hotchkiss, *Governance and Ministry: Rethinking Board Leadership*. Second Edition. Roman and Littlefield, 2016. ISBN-10: 1566997399.

Kaiser, John Edmund. *Winning on Purpose: How to Organize Congregations to succeed in their mission*. Nashville: Abingdon Press, 2006. ISBN 0-687-49502-4. **OR** Brown, Jim. *The Imperfect Board Member: Discovering the Seven Disciplines of Governance Excellence*. San Francisco: John Wiley, 2006. ISBN -13:978-0-7879-8610-0.

Barton, Ruth Haley. *Pursuing God's Will Together: A Discernment Practice for Leadership Groups (Boards)*. Downers Grove: IVP, 2012. ISBN 978-0-8308-3572-0. **OR** Gerrard, Aaron D. *Quit Pastoring Your Church: The Story of a Small Church Making Jesus Their Pastor*. Toronto, ON: New Leaf Network Press, 2020. ISBN 978-0-9953054-2-7.

Wright, Alan. *Spiritual Dimensions of Team*. Illustrated edition. Saint Louis, MO: Chalice Press, 2010. ISBN 978-0-8272-3471-0 OR Lencioni, Patrick M. *The Five Dysfunctions of a Team: A Leadership Fable*. 1 edition. San Francisco, CA: Jossey-Bass, 2002. ISBN 978-0-7879-6075-9

Students are expected to refer to Briercrest Seminary's Format and Style Guides and Guide for Writing Research Papers, available as PDF documents here: <https://www.mybriercrest.ca/seminary/documents/>.

These texts are available in store and online at the Briercrest Bookstore: <http://briercrest.ca/bookstore>.

Students are responsible for course materials and communication on Canvas (<https://briercrest.instructure.com>; cf. <http://briercrest.ca/online/canvas>) and their myBriercrest.ca email account.

COURSE OUTCOMES

1. Comprehension of the evolution and current state of governance best practices that empowers customization and contextualization of governing structures and strategies.
2. Awareness of the complexity and costs of governing that leads to a posture of humility and hunger for constant improvement.
3. Understanding the technical and spiritual aspects of governance that generates to expanded confidence and an embrace of increased responsibility at higher levels of leadership.
4. Competence in managing roles and responsibilities of governance and leadership, leading to healthy aligned organizations that are safe, fulfilling places for leaders to work.

COURSE OUTLINE AND CONTENT

Day 1	<p>Introductions and presentation of personal challenges</p> <p>Overview - Evolution of Church Governance Structures</p> <p>Exploration of Different Governance Types within Christendom</p>
Day 2	<p>The WHY of Governance – the interaction of structure, accountability, freedom and empowerment</p> <p>The Role of the Holy Spirit as the Ultimate Administrator</p> <p>Models of Governance in the Old and New Testaments</p> <p>Governance practices throughout the life cycle of a church/organization</p> <p>The WHAT of Governance – Foundational Concepts and Contextual Integration</p> <p>Defining Technical Terms</p> <p>Understanding the dynamic flows of authority, accountability, communication and permission</p>
Day 3	<p>Exploring Different Levels of Board Engagement</p> <p>Understanding “Hats” – defining and managing roles</p> <p>Running Meetings – Agendas, Motions and Minutes</p> <p>Developing an Effective Team</p>
Day 4	<p>The HOW of Governance – the Four-fold functions of a Board</p> <ol style="list-style-type: none"> 1. Strategic Alignment and Stewardship 2. Accountability and Empowering Boundaries – holding “Able” 3. Stewarding Key Leadership Relationships 4. Board Process and Development – Self-management <p>Building a Board Governance Manual</p>
Day 5	<p>What makes a Board “Christian”?</p> <p>Group Discernment and the integration of historic prayer disciplines</p>

	Final presentations
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ASSIGNMENTS

Please submit all written assignments to Canvas.

Pre-Course Assignments:

1. Each participant will be expected to read the required textbooks and demonstrate expertise & awareness of the reading in team and dialogical group sessions & discussions. Write a 7-10 page integrative reading report that demonstrates an initial wrestling with how to apply the material within your current leadership context. This will include an introduction to your current context, an evaluation of the challenges and opportunities you face, and after grappling with the content of the assigned texts, conclude with a tentative sketch of how the sum of the reading helps you chart a path forward. This paper will inform how you introduce yourself on the first day of class.

Due: February 4, 2022 (the Friday prior to the first day of class)

Value: 25% of grade

2. Each participant will be expected to prepare a 7-10 page evaluation of their experience of a board they observed or were an actual part of as a board member or as one supervised by and/or responsible to the board. The goal is to have you reflect on the case you observed and were a part of and how they did or did not exemplify good governance as described in the literature you read prior to the course. It could have been a board of a not-for-profit, for-profit, church or elders board or deacons board you served on (board governance) or an operational governing group, authority-endowed committee and/or senior leadership where you are responsible to that group. The paper should include a description of your experience, the challenges of the experience, what you wish you might have known and/or done differently and what you felt you needed to discover about governance to help move the practice to a higher level of satisfaction and effectiveness.

OR in the Event of Limited Board Experience

Please interview 4-5 people who have had board experience and seek to determine what you should seek to learn about board work, board roles, board governance, board design, board relationship with the CEO/senior leader, board involvement in vision shaping and/or boundary setting, etc. based on what you discern are the high points, low points and frustrating or worse points of experience by those you interview. Use this as an opportunity to hear from both sides of the equation, the CEO/senior leader whatever their title and board members.

Due: February 7, 2022 (before the first day of class begins)

Value: 25% of grade

Mid-Course Assignments:

3. Each participant will be assigned to a group for the duration of the class and will meet four times in a Team Conferencing setting throughout the class to work on various projects and have

various discussions. Each working team will be assigned to various functions throughout and beyond our class gatherings. You will be assigned a case project to work through and demonstrate on the final day of class.

Due: The last morning of class you will be part of an in-class demonstration (February 11, 2022)
Value: 25% of grade

Post-Course Assignments:

4. Each participant will develop a set of starting (or edit existing) board policies/values manual/handbook for their environment/context in readiness for presentation to their board. There will be a bonus mark given if the handbook is shared with and signed off on by the chair of the board in their context. Given the class exercises and presentations of the last day a starting policy manual will already be available for you to adapt and refine and hence there will be no waste. Your post course assignment will be partially completed before the final class experience ends.

OR

The student could build a contractual proposal of a creative assignment that would help to influence governance improvement in a chosen context and situation.

Due: April 8, 2022
Value: 25% of grade

SEMINARY CALENDAR

Students are expected to be aware of the policies that govern course work at Briercrest Seminary, all of which are published in the current Seminary Calendar:

<https://www.briercrestseminary.ca/academics/calendar/>.

Attendance Policy

In order to benefit fully from a seminary education, to be good stewards of time and finances, and to be considerate of their classmates and faculty members, students must be in class at every opportunity.

Modular Courses

Students are expected to attend 100 per cent of each modular for which they register. If this is impossible due to extenuating circumstances, arrangements must be made with the course professor before the first day of class. If extenuating circumstances prevent a student from attending class, a maximum of one (1) full day of class can be foregone. If additional time is missed, the student will fail the course unless they first request to withdraw from the course or move the course to an audit.

Online Courses

If extenuating circumstances prevent a student from attending scheduled meeting times, then up to 20% of meeting time can be foregone. Students missing scheduled meeting times should make every effort to inform the course professor prior to any time missed. If additional time is missed, the

student will fail the course unless they first request to withdraw from the course or move the course to an audit.

Semester-Based Courses

All students missing more than two full weeks of a particular course from registration to the last day of classes will receive an automatic fail (0%). A student may appeal a course failure due to excessive absences. Successful appeals will be granted only in rare cases where all absences are clearly beyond the student's control. Appeals must be made through the Academic Appeal Process.

Course Schedules

Classes begin at 9:00 a.m. on Monday morning and run a minimum of 30 hours through the course of the week. The schedule is determined by the course professor. Students should check the syllabus for specifics. When the syllabus does not state class times, students are responsible to check with the professor prior to making travel plans.

Assignment Submission

All assignments must be submitted no later than eight weeks after the last day of class as stated in the syllabus. The correct due dates will be clearly noted in the syllabus and each faculty member will state in their syllabus how assignments should be submitted. Assignments submitted within a week after the due date will be accepted with a 10 per cent penalty. For additional information refer to the late assignment policy or the extension policy in the [academic calendar](#).

Return of Graded Assignments

Professors are expected to return graded assignments within six weeks of the due date. If they fail to do so, students may submit an inquiry to the [Seminary](#). If an extension is granted, the professor is no longer obligated to meet this deadline.

Academic Honesty

Students are accountable to perform each task according to principles of academic honesty. Please refer to pages 24-25 in the [academic calendar](#) for more information.

Academic Accommodations

Any student with a disability, injury, or health condition who may need academic accommodations (permanent or temporary) should discuss them with the course instructor after contacting the Director of Student Success in person (L234 in the Library), by telephone (1-306-756-3230) or by email (egordon@briercrest.ca). Documentation from a qualified practitioner will be required (i.e., medical doctor, psychologist, etc.).

BIBLIOGRAPHY and Recommended Reading

Anthony, Michael J. *The Effective Church Board: A Handbook for Mentoring and Training Servant Leaders*. Eugene, OR: Wipf & Stock, 2000.

Baermann, Miriam, and Stephen A. Engelking. *Creating a Nonviolent Culture in a Modern Organization*. London, UK: CreateSpace Independent Publishing Platform, 2013.

Barton, Ruth Haley. *Pursuing God's Will Together: A Discernment Practice for Leadership Groups*, n.d.

Biehl, Bob, and Ted Engstrom. *Increasing Your Boardroom Confidence*. Phoenix, AZ, 1988.

- Bolman, Lee G., and Terrence E. Deal. *Reframing Organizations: Artistry, Choice, and Leadership*. 7th edition. San Francisco, CA: Jossey-Bass, 2021.
- Brown, Jim. *The Imperfect Board Member: Discovering the Seven Disciplines of Governance Excellence*. 1st edition. San Francisco, CA: Jossey-Bass, 2006.
- Carver, John. *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. 3rd edition. San Francisco, CA: Jossey-Bass, 2006.
- Carver, John, and Miriam Carver. *Reinventing Your Board: A Step-by-Step Guide to Implementing Policy Governance*. 2 edition. San Francisco, CA: Jossey-Bass, 2006.
- Chait, Richard P., Thomas P. Holland, and Barbara E. Taylor. *The Effective Board of Trustees*. Phoenix, AZ: Rowman & Littlefield Publishers, 1991.
- Chait, Richard P., William P. Ryan, and Barbara E. Taylor. *Governance as Leadership: Reframing the Work of Nonprofit Boards*. 1st edition. Hoboken, N.J.: Wiley, 2004.
- Charan, Ram. *Boards That Deliver: Advancing Corporate Governance From Compliance to Competitive Advantage*. 1st edition. San Francisco, CA: Jossey-Bass, 2005.
- Cloud, Henry. *Boundaries*. Revised edition edition. Grand Rapids, MI: Zondervan Trade Books, 2002.
- . *Boundaries for Leaders: Results, Relationships, and Being Ridiculously in Charge*. 15 edition. New York, NY: HarperBusiness, 2013.
- Covey, Sean, Chris McChesney, and Jim Huling. *The 4 Disciplines of Execution: Achieving Your Wildly Important Goals*. 1 edition. New York, NY: Free Press, 2012.
- Covey, Stephen M. R., Stephen R. Covey, and Rebecca R. Merrill. *The SPEED of Trust: The One Thing That Changes Everything*. 1 edition. New York, NY: Free Press, 2006.
- Devries, Mary. *How To Run A Meeting*. New York, NY: Plume, 1994.
- Drucker, Peter F. *The Five Most Important Questions You Will Ever Ask About Your Organization*. Edited by Frances Hesselbein Leadership Institute. 1st edition. New York, NY: Jossey-Bass, 2008.
- Epstein, Marc J., and F. Warren McFarlan. *Joining a Nonprofit Board: What You Need to Know*. 1st edition. San Francisco, CA: Jossey-Bass, 2011.
- Feld, Brad, and Mahendra Ramsinghani. *Startup Boards: Getting the Most Out of Your Board of Directors*. 1st edition. Hoboken, NJ: Wiley, 2013.
- Gerrard, Aaron D. *Quit Pastoring Your Church: The Story of a Small Church Making Jesus Their Pastor*. Toronto, ON: New Leaf Network Press, 2020.
- Getz, Gene. *Elders And Leaders*. 1st edition. Chicago, IL: MOODY PUBLISHERS, 2003.
- Gillies, James. *Boardroom Renaissance: Power, Morality and Performance in the Modern Corporation*. 1st edition. Toronto, ON: McGraw-Hill Ryerson Trade, 1992.

- Hotchkiss, Dan, and Anthony B. Robinson. *Governance and Ministry: Rethinking Board Leadership*. 2 edition. Lanham: Rowman & Littlefield Publishers, 2016.
- Kaiser, John E., Abingdon Press, Thomas G. Bandy, and Bill Easum. *Winning On Purpose: How To Organize Congregations to Succeed in Their Mission*. 1st edition. Nashville: Abingdon Press, 2006.
- Keifert, Patrick, and Wesley Granberg-Michaelson. *How Change Comes to Your Church: A Guidebook for Church Innovations*. Grand Rapids, MI: Eerdmans, 2019.
- Kim, Kenneth, John R. Nofsinger, and Derek J. Mohr. *Corporate Governance*. 3rd edition. Boston, MA: Pearson, 2009.
- Kotter, John P. *Accelerate: Building Strategic Agility for a Faster-Moving World*. Illustrated edition. Boston, MA: Harvard Business Review Press, 2014.
- Kotter, John, and Holger Rathgeber. *That's Not How We Do It Here!: A Story about How Organizations Rise and Fall--and Can Rise Again*. Illustrated edition. New York, NY: Portfolio, 2016.
- Larcker, David, and Brian Tayan. *Corporate Governance Matters*. 3rd edition. Hoboken, NJ: FT Press, 2020.
- Laughlin, Frederic L., and Robert C. Andringa. *Good Governance for Nonprofits: Developing Principles and Policies for an Effective Board*. Illustrated edition. New York, NY: AMACOM (Harper Collins), 2007.
- Lencioni, Patrick M. *Death by Meeting: A Leadership Fable...About Solving the Most Painful Problem in Business*. 1st edition. San Francisco, CA: Jossey-Bass, 2004.
- . *The Advantage: Why Organizational Health Trumps Everything Else In Business*. 1 edition. San Francisco, CA: Jossey-Bass, 2012.
- . *The Five Dysfunctions of a Team: A Leadership Fable*. 1 edition. San Francisco, CA: Jossey-Bass, 2002.
- . *The Four Obsessions of an Extraordinary Executive: A Leadership Fable*. 1st edition. San Francisco, CA: Jossey-Bass, 2000.
- . *The Motive: Why So Many Leaders Abdicate Their Most Important Responsibilities*. 1st edition. Hoboken, NJ: Jossey-Bass, 2020.
- Malphurs, Aubrey. *Leading Leaders: Empowering Church Boards For Ministry Excellence*. 1st edition. Grand Rapids, MI: Baker Books, 2005.
- McChesney, Chris, Sean Covey, and Jim Huling. *The 4 Disciplines of Execution: 4DX*. Toronto, ON: Free press, 2012.
- Olsen, Charles M. *Transforming Church Boards into Communities*. Washington, DC: Rowman & Littlefield Publishers, 1995.
- Osborne, Larry. *Sticky Teams: Keeping Your Leadership Team and Staff on the Same Page*. Grand Rapids, MI: Zondervan, 2010.

- Pellowe, John. *Serving as a Board Member*. Toronto, ON: Canadian Council of Christian Charities, 2012.
- Scazzero, Peter. *Emotionally Healthy Church: A Strategy for Discipleship That Actually Changes Lives*. Expanded edition. Grand Rapids, MI: Zondervan Carr, 2010.
- Scharmer, Otto. *The Essentials of Theory U: Core Principles and Applications*. Oakland, CA: Berrett-Koehler Publishers, 2018.
- Shapiro, Eileen C. *Fad Surfing in the Boardroom: Reclaiming the Courage to Manage in the Age of Instant Answers*. Reading, MA: Perseus Books, 1995.
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- Stoesz, Edgar, and Chester Raber. *Doing Good Better: How to Be an Effective Board Member of a Nonprofit Organization*. Intercourse, PA: Good Books, 2002.
- Toon, Peter, L. Roy Taylor, Paige Patterson, Sam E. Waldron, and Stanley N. Gundry. *Who Runs the Church?: 4 Views on Church Government*. Edited by Steven B. Cowan. Grand Rapids, MI: Zondervan, 2004.
- Wheatley, Margaret J. *Finding Our Way: Leadership for an Uncertain Time*. Berrett-Koehler Publishers, 2007.
- . *Who Do We Choose To Be?: Facing Reality, Claiming Leadership, Restoring Sanity*. 1st edition. Oakland, CA: Berrett-Koehler Publishers, 2017.
- Wright, Alan. *Spiritual Dimensions of Team*. Illustrated edition. Saint Louis, MO: Chalice Pr, 2010.
- Zimmer, Donald E. *Leadership and Listening: Spiritual Foundations for Church Governance*. Herndon, VA: Rowman & Littlefield Publishers, 2011.