BRIERCREST

LE 845 Governance and Board Development
Winter 2024

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Course Dates: March 4-8, 2024
      Online modular course

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

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: 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: 978-0-7879-8610-0.

Cloud, Henry. *Boundaries for Leaders: Results, Relationships, and Being Ridiculously in Charge*. 15 edition. New York, NY: HarperBusiness, 2013. ISBN: 978-0-06-220633-6. **OR** 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. ISBN: 978-0-7432-9730-1.

Cloud, Henry. *Necessary Endings: The Employees, Businesses, and Relationships That All of Us Have to Give Up in Order to Move Forward*. New York: Harper Business, 2011. ISBN: 978-0-06-177712-7. **OR** Osborne, Larry. *Sticky Teams: Keeping Your Leadership Team and Staff on the Same Page*. Zondervan, 2010. ISBN 978-0-310-32464-5.

Articles:

Bartlett, DG. "Synopsis 'Boards that Make a Difference' by John Carver," 1996. https://www.pacificcoast.nsw.edu.au/pccs/attachments/article/91/Governance_Model_Carver.pdf.

Coyne, Tom. "The Many Failings of the Carver Board Governance Model." Accessed April 26, 2023. http://www.k12accountability.org/resources/Accountability-Committees/Carver_Governance_Model_Failings.pdf.

RECOMMENDED READING

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.

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*) 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	Introductions and presentation of personal challenges Overview - Evolution of Church Governance Structures The Theology of Governance Exploration of Different Church Polity Governance Types within Christendom Unpack the evolution of "Boards" from the mid-21st c.
Day 2	The WHY of Governance The holistic mandate of a board – to care for the WHOLE

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	The WHAT of Governance – Foundational Concepts and Contextual Integration
Day 3	The DUTY of Governance
	The HOW of Governance – the Four-fold functions of a Board
Day 4	Nuts and Bolts: Running Meetings
	Building a Board Governance Document
Day 5	What makes a Board "Christian"?
	Integration of Spiritual Disciplines
	What Else?

ASSIGNMENTS
Please submit all written assignments to Canvas.

Pre-Course Assignments:

1. **Integrative Reading Report**

   Each participant will be expected to read the required textbooks and write a 7-10 page integrative reading report that demonstrates an initial wrestling with how to apply the material within their current leadership context. This will include a summary introduction, highlights of each resource, and a conclusion that wrestles with the integration of the themes of the resources with a brief description of potential applicability within their current context. They will be expected to demonstrate expertise and awareness of the reading in team and dialogical group sessions and discussions.

Due: March 1, 2024 (prior to the start of class)
Evaluative criteria: APA formatting, clear grammar and sentence structure, overall paper structure (see above), comprehension of key concepts, personal and contextual reflection/application.
Length: 7-10 pages (2500 words max)
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 reflect on what they experienced and how this did or did not exemplify good governance as described in the literature 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 (board governance) or an operational governing group, authority-endowed committee and/or senior leadership group. The paper should include a description of the experience, the challenges of the experience, and evaluation of what was 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

   The student will interview 4-5 people who have had board experience and discern the high points, low points and frustrating or worse points of experience by those you interview. The paper should conclude with a summary of questions that need answering, challenges that need resolving, tools that would be helpful in addressing the needs or building on the strengths that

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were observed in the interviews. Students should use this as an opportunity to hear from both sides of the equation, the CEO/senior leader (whatever their title) and board members.

Due: March 1, 2024 (prior to the start of class)
Evaluative criteria: APA formatting, clear grammar and sentence structure, logical and clear flow of thought, depth of insight and clarity of reflection, integration of key concepts from reading.
Length: 7-10 pages (2500 words max)
Value: 25% of grade

Mid-Course Assignments:

3.   Each participant will be expected to engage in class discussions and roleplays, as well as contributing supporting resources that they have come across and found helpful. Students will be assigned groups during class time to work on various case studies and have various discussions.

Due: During class
Evaluative criteria: attendance, quality of engagement with lectures and class discussions, contribution to group work.
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. Ideally, the handbook would be shared with and signed off on by the chair of the board in their context.

<div align="center">OR</div>

The student could build and present to the professor a set of training materials useful for onboarding board members for their specific context.

<div align="center">OR</div>

In the absence of a current board leadership context, the student will write a research paper describing the conceptual model of a board within the organizational context that they intend to work.

Due: May 3, 2024
Evaluative criteria: APA formatting, clear grammar and sentence structure, integration of key concepts and resources addressed in class, evidence of personal reflection and appropriate contextual application.
Length: 10-12 pages (3000 words max)
Value: 25% of grade

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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.

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Academic Honesty

As members of the Briercrest learning community, students have a responsibility to conduct themselves with integrity and honour. Students who cheat on exams, plagiarize, inappropriately collaborate, or use generative AI (e.g., ChatGPT) without instructor authorization in the preparation and/or submission of their assignments violate the trust placed in them by their instructors, fellow students, and the seminary. Any such actions constitute a breach of academic honesty and will result in serious consequences, such as failure of an assignment, failure of a course, or expulsion from the seminary.

Plagiarism, whether intentional or involuntary, is the submission of the work of others, published or unpublished, in whole or in part without acknowledgment or proper documentation. All information, ideas and/or direct quotations taken from other primary or secondary sources must be documented appropriately. Students are responsible to ensure they are using their sources with transparency and honesty. For more details, consult the [Seminary Calendar](#). In addition to being familiar with these pages, instructors assume that you have completed the Briercrest Academic Integrity course on [Canvas](#) and understand the information contained in it.

Academic Accommodations

Any student with a disability, injury, or health condition (mental or physical) who may need academic accommodations (permanent or temporary) should contact the ARC Coordinator in person (L234 in the Library), by phone (1-306-801-6159), or by email (arc@briercrest.ca). Documentation from a qualified practitioner will be required (i.e., medical doctor, psychologist, etc.). It is recommended that students meet with their professors to discuss the requirements of their accommodations (i.e., how the student will receive lecture notes, or how the professor wants to receive extension requests).

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.

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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.

Stahlke, Les, and Jennifer Loughlin. *Governance Matters: Relationship Model of Governance, Leadership And Management*. Edmonton, AB: Governancematters.Com Inc, 2003.

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.