

COS 124

Transformative Leadership

Rationale and Description of the Online Course of Study School Curriculum

1. For Whom is this Course Designed?

The Course of Study is designed for those choosing not to enter ordained ministry through the usual seminary route, but through the alternate route as a “local pastor”. This alternative approach to ordained ministry needs to be clearly understood as it has requirements and restrictions, as well as opportunities. Entrance procedures into ordained ministry are specifically set forth in The United Methodist Book of Discipline. This section should be read carefully and discussed with a member of the Conference Board of Ordained Ministry or a District Superintendent to be sure that you understand what is involved in becoming a local pastor. One of the requirements, or concern here, is the completion of the five-year Course of Study within specified time periods, depending on whether you are a full or part-time local pastor.

2. Prerequisites for Course of Study School

All persons entering the Course of Study School must have a Certificate of Candidacy and must have completed the studies for the license as a local pastor. These requirements are set forth in The Book of Discipline.

3. Course of Study School

Your Conference Board of Ordained Ministry can give you information as to place, dates, and cost for Course of Study. If you choose the full-time local pastor’s route to “ordained ministry,” you are then required to complete a five-year course of study. Normally, this is to be taken in residence at one of the Regional Schools sponsored by the General Board of Higher Education and Ministry. If you choose the part-time licensed local pastor ministry route, you are then required to complete a five-year course of study at an approved COS School sponsored by the General Board of Higher Education and Ministry.

4. COS 124 Hybrid Course

This COS 124 Hybrid Format Course is being offered to meet the needs of local pastors approved to attend COS courses at the Missouri Conference satellite of Saint Paul COS Regional School. Approximately 50% of the course will be taken online and 50% of the course will be completed on-site in face-to-face course format.

Your learning from this course will be related to your investment of time and energy in the course. You should expect to spend the time required to complete the prework including the EM360 and reading the required texts,

In addition to completing the Pework and submitting it on time, during five weeks you will be completing online course assignments including viewing lectures, doing projects and answering questions, posting papers and participating in discussion board activities. Participation in all assignments and discussions are required. Because the interactive dimension between students and the instructor of an online Hybrid course is limited (compared to that found in a total face-to-face class), you might experience that online assignments consist of slightly more independent reading and written work than that found in typical COS course. You are working independently to learn some of the course material. In addition, you are interacting with peers on the discussion boards to learn as a covenant community of local pastors. Your instructor is reviewing and commenting on the discussions.

Onsite portion of the Hybrid Course

This part of the course is held on one weekend when the instructor and students have a significant amount of time (10 hours) to present and discuss new material not covered fully on line. The onsite part of the course allows for lecture, reflection and group interaction. At the end of the onsite weekend, students are given a required post assignment that is usually reflective in nature and includes students engaging with all of the material they have learned in some type of summary or practical application of that content. The post assignment is due the week following the onsite weekend (unless specified otherwise in class), so student grades can be assigned soon after the assignment is completed.

Students will upload this final assignment on Moodle the same as they do with assignments done during the Hybrid portion of the course.

5. Basic Objectives of the Course of Study for Ordained Ministry

This Course of Study was developed by the Section of Elders and Local Pastors through a committee of Section representatives, Course of Study Directors and faculty members of each of the resident Course of Study Schools. Their decisions were guided by the basic objectives summarized as follows:

- A. To prepare local pastors for professional ministerial functioning in the local parish.
- B. To stimulate the development of each person's ministerial identity and personal growth.
- C. To provide the initial basic knowledge required in fields of study related to pastoral ministry and point toward resources for further study.
- D. To enable persons to acquire the methodologies and skills needed to utilize the knowledge.
- E. To develop functional professional skills in the performance of pastoral ministry and the means to evaluate their performance.

Student Guidelines and Instructions for Online Courses

1. Preparatory Guidelines

On the class site you will find a booklist of required textbooks. Be sure to order your books so you can have them available in time for the required assignments -- many of your textbooks may be available as a PDF, or in ePub or Kindle format if you prefer to read these electronically.

However when you obtain your texts, be sure to read the preface of each textbook and other introductory statements which the author has addressed to the reader. Then examine the table of contents. Note the central issues and themes treated by the various authors, and their common and/or different approaches to them.

Skim through all course assignments ahead of time (note: you will only be able to access them completely in sequence, but you can see the general topics and subjects you'll be covering). Be aware that course assignments are designed to do one or more of the following:

- to test your knowledge of the contents of the books;
- to require you to consider major themes and to evaluate what you have read;
- to relate different concepts to each other;
- to check out your ability to recognize the implications of your reading for the parish ministry and to apply them skillfully

Several of the assignments contain *Interactive Media* content such as videos, webinars, etc. Please take note of these ahead of time and make sure you have appropriate technology both to access them and to complete the interactive activity/assignment. In today's culture, it is vital that clergy have an understanding and knowledge of how to use basic technology in their ministry, so if you are "technologically challenged," please speak to your course instructor if you need assistance accessing these.

You are now ready to read each book and/or watch each video lecture. Read/watch with the questions of the assignment in mind, taking notes as you go. Keep an open mind as you read the texts and watch the videos. First, try to understand what the author/speaker is saying. If you do not agree, when writing your paper, express the author's/speaker's viewpoint as well as your own, and explain why you disagree. If your assignment calls for you to write a paper or do a project, keep the topic in mind as you do your reading and note taking.

2. Student Instructions for Preparing Assignments

When you begin writing your papers/projects, be sure to check it thoroughly for organization of material, clarity, spelling, punctuation and sentence structure. You are to prepare all assignments without copying another's work and without consultation at the time of writing.

Read all instructions given in the questions carefully. They will help you understand what is being asked and how to prepare your answers. They may also have instructions dealing with length of answers, format or reporting projects, verbatim interviews, use of quotations, or other information. Please follow all such instructions.

In your work, use quotations sparingly. State the author's point of view in your own words. When you do quote, use quotation marks and identify the quotation by the author, title and page number (remember that quoting the words of others without proper citation is plagiarism, and is not only inappropriate ministerial conduct, but also grounds for a failing grade).

Be careful in your use of English. Each paragraph should develop one main idea. Clear thought, organization of material, and crisp communication will enable you to say much with few words. Be sure to proofread your written answers and carefully check for spelling, punctuation and sentence structure.

Bear in mind that all work will need to be submitted electronically in Microsoft WORD format. Be sure your name, contact information, and course title appears somewhere in your submitted work. Be aware that though the lowest passing grade for all Course of Study classes is "D" or 70, most Annual Conferences will not accept grades lower than "C" for credit. Please check with your local Annual Conference representative for details for your Annual Conference.

3. Submittal Instructions

All papers/assignments must be submitted online using the Moodle online posting process within each course. Any exceptions to this policy must be worked out with your individual instructor (Note: written work will *not* be accepted via U.S. mail).

Please note: All papers should be typewritten, double-spaced with 1" margins, in 12pt. New Times Roman. Citations may be inserted parenthetically in the text; footnotes or endnotes are not necessary.

COS 124 TRANSFORMATIVE LEADERSHIP COURSE DESCRIPTION & TARGET OUTCOMES

This course forms the student's identity as pastoral leader and change agent in congregations, The United Methodist Church, and the world. This course is designed to help students:

1. Identify and understand the attributes of good leaders, biblically and theologically.
2. Evaluate and strengthen their own identities and skills as pastoral leaders.
3. Explain and reflect on the nature of change in the local congregation and wider society.
4. Implement visioning, strategizing, and planning processes in their local congregations.

REQUIRED COURSE TEXTS

O'Brien, Brandon J. The Strategically Small Church: Intimate, Nimble, Authentic, and Effective. Minneapolis: Bethany House Publishers, 2010. (ISBN 9780764207839)

Weems, Jr., Lovett H. Church Leadership: Vision, Team, Culture, and Integrity (Revised Edition). Nashville: Abingdon Press, 2010. (ISBN 9781426703027)

Nouwen, Henri J. M. In the Name of Jesus: Reflections on Christian Leadership. New York: The Crossroad Publishing Company, 1989. (ISBN 9780824512590)

***For Reference:**

Charles H. Cosgrove & Dennis D. Hatfield. Church Conflict: The Hidden Systems Behind the Fights. Nashville, TN: Abingdon Press, 1994. (ISBN 9780687081523)

COURSE OVERVIEW AND EXPECTATIONS

Introductory Overview

This course will introduce you to the theology and core practices of leadership of the congregation, as stated in the course goals. In this class, we will examine the student's identity as a pastoral leader and change agent in both the congregation and the community in which the church is located. Leadership that is transformative requires both the knowledge of and the practical aspects of leadership theologies and strategies. To this end we will address the attitudes, motivations, and practices that are most helpful in being an effective leader.

Please remember that, as an online course, you will not have the benefit of the same level of interaction both with the instructor and other students that those taking an in-person course would have. As a result, you should expect (and this online course is therefore designed) to require more readings and interactive exercises to make up for the loss of interaction that you would experience in an in-person class. Even so, an effort has been made to balance readings from books, online sources, video lectures, and interactive projects to make the course not only valuable for learning and growing in the knowledge and practice of ministry, but hopefully at the same time an interesting and meaningful experience.

It is highly recommended before beginning any readings or assignments that you scan through all course units *in their entirety* so you'll have a better idea of what things are coming up, and how to better pace yourself through (and in between) each one.

There are ten units. In these units, some assignments are more student-to-instructor writing-intensive, while others are more discussion-oriented and interactive with fellow students. Some focus more on understanding the various *theories* of leadership, while others focus more on the *practices* of leadership and administration within Christian ministry. Some require more "academic" responses (such as essays), while others require more practical responses (such as practical exercises). This is on purpose: being a transformative leader in the Wesleyan tradition requires expertise in both "head" knowledge (intellect), "heart" knowledge (emotion), and "hand" knowledge" (action).

It is important to note that learning content of this course was designed to build upon itself. Consequently, while it is possible to work on individual units out of sequence, you are strongly discouraged from doing this unless there is an emergency reason to do so.

You are highly encouraged to move through the units in chronological sequence (i.e., don't start work on Unit 3 assignments until you've completed all the assignments in Unit 2, etc.).

When you start work on each assignment, begin by writing out the question that you will answer (doing so assists your instructor). Expect your instructor to be concerned to see that you are familiar with the substance of your readings. It will be extremely important to find a balance between (1) a clear description of what you have read, (2) specific references to people, events, and educational concepts, and (3) your own critical reflection about the material. Maintaining this balance is the key to superior work, for it shows that students are able to distance themselves from the material so as to report on it clearly, critically and creatively.

COS 124 Syllabus

Class Preparation: PREWORK – Begin your EM360 on May 20, 2019
Participate in the online EM360 Evaluation Process. Student Directions

Effective Ministry 360 (EM360) is a formation process to support pastors and congregations in meeting annual conferences' and local churches' mission and ministry goals. Through the EM360, pastors and congregations can identify areas of success and opportunity within their local congregations. With EM360, congregations can establish clear ministry goals and plan ways to meet those goals today and in the future. **EM360 is a process supporting forward movement in your personal vocational formation as pastor for your congregation's mission and ministry.**

An online instrument, EM360 provides users with an easily accessible resource to not only measure ministry goals and effectiveness but identify unique opportunities for growth. Pastors complete a self-assessment, and receive feedback from their district superintendents, S/PPRC members, and self-selected peers or colleagues.

This assessment will help you reflect on your ministry strengths and areas that you may wish to enhance in relation to COS124 – Transformational Leadership. We will be discussing how to use the results of your EM360 during COS124. Your conference may be using a separate clergy assessment process to evaluate your work in your appointment setting even though the EM360 process is being used as an education component within COS 124. Individuals, who take the EM360 more than once across time, will be able to access and compare all surveys completed through the account that the user sets up when initiating the EM360 process. This process will allow you to reflect on your ministry strengths and to develop learning goals as a part of your Course of Study Transformational Leadership course.

You are receiving a \$40 fee waiver from GBHEM to take the EM360 as a part of COS124.

Confidentiality Statement:

As participants completing the EM360 for COS 124, you and your bishop/district superintendent will have access to your EM360 survey results and the ministry plan that you will upload into the EM360 system. Upon completion of the EM360 process, you will submit a PDF of the survey results and ministry plan to your COS 124 instructor. Any educational materials (such as reflection papers, conversations with classmates or instructors, or other materials related to the coursework for EM360) will remain confidential to the educational setting, unless you elect to share that information.

You will be given the opportunity to consent to allow GBHEM to use your data for research and development purposes. If you consent to this research, then your EM360 data may be used for research purposes. In this case, identifying information will be removed from the data and all results will be presented in aggregate form only, so that individual participants are not identifiable.

To complete the EM360, follow these instructions:

1. Complete your EM360 process by **JULY 15 SOONER IF POSSIBLE**
2. Allow 6-8 weeks to complete the EM360 process. All respondents DS, Lay leaderships and Peers as well as you as the pastor must complete and enter on line your responses by July 15 or sooner.
3. Watch the videos, and read the User Guide and Pastor Quick Start Guide posted at www.gbhem.org/EM360.
4. To begin the process, add team@coetichr.com to your contact list and then send an email to EM360@gbhem.org.
 - *Provide your name, annual conference, district, and charge, as well as your superintendent's name and email address.*
 - *Inform your superintendent and S/PPRC members that they will be receiving an invitation to complete a survey on your behalf.*
5. You will then receive an invitation with a link that invites you to set up your account in the EM360 online system.
6. Follow the instructions provided as you are setting up your account to add S/PPRC members and any peers/colleagues that would provide helpful feedback. Immediately complete your own section of the EM360.
7. Once the DS, S/PPRC members and peers have completed the survey, meet with your core team and full S/PPRC to complete the formation plan.
8. Upload the finalized formation plan into the EM360 system.
9. **Submit a PDF of the survey results and formation plan to your COS124 instructor by July 22 midnight** You will upload the PDF of your survey results that includes a profile and your formation plan to your instructor on MOODLE by **July 22 Midnight**.
10. If you have any difficulty logging on to start the EM360 email EM360@gbhem.org on May 20 and **copy your instructor on this email**. Also, notify EM360@gbhem.org if you have any difficulty getting your survey results and profile on or before July 15.

For questions about the EM360 process, contact EM360@gbhem.org.
