

DM913: MISSIONAL LEADERSHIP FORMATION
SPRING 2019
RESIDENCY: JUNE 3 – 6, 2019

Last revised: 3/5/2019

This syllabus is intended to give the student guidance in what may be covered during the term (or semester) and will be followed as closely as possible. However, the professor reserves the right to modify, supplement, and make changes as course needs arise.

MISSIO'S MISSION

To prepare missional leaders who incarnate the story of Jesus with humility and authenticity and who communicate the story with fidelity to Scripture, appreciation of the Christian tradition, and sensitivity to the needs and aspirations of postmodern culture.

COURSE FORMAT

This course delivers instruction in two or more modes, such as in the classroom, via the E-campus course site, through field experiences, and more. Students are required to participate in all the in-class and outside-of-class instructional sessions as noted in this syllabus. Outside-of-class instruction typically is required and is not considered part of the course's homework hours. The delivery of the outside-of-class instruction varies. Outside-of-class instructional sessions include recorded lectures, narrated slide presentations, instructor-guided discussion boards, instructor-moderated collaborative assignments, and text-based lectures with study questions and/or teleconferencing. Occasionally the outside-of-class instructional session will be synchronous ("real time") via web conferencing software such as Zoom. All required instructional sessions are described in this syllabus. Students are responsible to know and follow guidelines for Hybrid Courses posted on Missio website. Please read this information carefully.

DATES AND TIMES

This class meets at the main Hatfield campus. The class meets on Monday – Thursday, June 3rd – 6th, 2019, from 9am to 5pm. Students should login to the E-campus course site at least 5 weeks prior to residency and complete all pre-course assignments (including readings) before coming to campus for residency.

ONLINE PARTICIPATION STANDARDS

Attendance in this course constitutes both 1) coming to class and 2) logging in to the E-campus course site and participating in the online or out-of-class activities assigned throughout the course. Students are responsible for reading and familiarizing themselves with the material posted on the E-campus course site throughout the course. Students should login to the course site regularly, especially when participating in discussion boards or collaborative assignments. Student usage of the course site is tracked by the E-campus software and monitored by the professor of the course. Students who need to be absent from the course site for three or more days during a discussion forum activity or required web conference should email the professor in advance of the absence (see Attendance Policy and Grades in this syllabus). Students may email the instructor at any time if they have questions about the course.

PROFESSOR

Kyuboem Lee, DMin
Phone: 215-285-5346 (cell); 215-368-5000 x104 (Missio)
Email: klee@biblical.edu

Contacting the instructor:

- Email is answered typically within 24 hours of receipt, except when received on Saturdays and Sundays. Emails received over the weekend are answered on Monday.
- To schedule virtual, phone, or in-person appointments, email your desired day and time at least 24 hours in advance.

COURSE DESCRIPTION

Using reflection on Jesus’ ministry priorities, missional distinctives, and assessment profiles, the student will deepen self-understanding of his/her personal story and sense of calling, and develop a plan for ongoing personal development addressing spiritual formation issues in leadership, ministry team building in intercultural contexts, and the work of global ministry leadership. We will address issues pertaining to the long-term maintenance of a healthy life and ministry balance, with a view towards present day missional challenges before the Church in USA.

PERSONAL NOTE FROM THE PROFESSOR

Missional leadership as a follower of Christ in today’s rapidly changing, post-Christendom, global context is not easy or natural. It goes against the grain of our nature and the grain of our world, even the grain of many of our church traditions. The more seasoned we become in the leadership role, the greater our awareness of how far we fall short, and how prevailing models of leadership both in the world and in the church equip us poorly for the task. Without regular correctives and intentional spiritual re-direction, missional leaders can (and often have) self-destruct and ministries can be derailed. This course is designed to provide time and space for self-examination; reorient and reorder our personal leadership and discipleship towards the *missio dei* and the global, intercultural contexts to which we have been called; and strategically plan ahead for the next seasons of our growth, formation, and work. – *Kyuboem Lee*

SYLLABUS

This syllabus provides an overview of the course and course requirements. Students are responsible to know the content of the syllabus and follow the course schedule. Questions about the syllabus or schedule should be emailed to the professor promptly and will generally be answered in an email to the entire class so that everyone is informed.

PROGRAM GOALS AND COURSE OBJECTIVES

PROGRAM GOALS	COURSE OBJECTIVES
Goal 2: Students will develop an advanced understanding of Christian theology in relations to the practice of ministry.	1. The Participants will develop a practical theology of formation for a missional leader who is called to a particular context.
Goal 3: Students will develop a plan for ongoing personal development in spiritual formation.	2. The Participants will identify the values, habits and capacities that a missional leader needs to cultivate. 3. The Participants will cultivate the kind of leadership that is biblically faithful, contextually appropriate, and catalytic of an authentically missional ministry; examine one’s own sense of self, relationships, and work in its light; and develop a long-term plan of spiritual formation and growth as a missional leader.
Goal 4: Students will develop the skills and competencies necessary for ongoing interaction of the gospel and culture and to critically engage their own cultural contexts.	4. The Participants will gain a practical understanding of intercultural leadership, communication, and inquiry. 5. The Participants will become equipped in intercultural teamwork and collaboration for the work of contextualized ministry.

COURSE INSTRUCTIONAL HOURS

INSTRUCTION TYPE	RELATED OBJECTIVES	HOURS TO COMPLETE
1. Classroom sessions	1 through 5	26
2. Online forums prior to residential intensive	2 through 5	4
3. Interaction for final paper	1 through 5	3
Total instructional hours	3 credit course	33 hours

COURSE ASSESSMENTS AND HOMEWORK HOURS

Assessments are graded assignments that measure a student’s mastery of the course content. Homework is course work in addition to the instruction listed above.

ASSESSMENTS AND HOMEWORK HOURS	RELATED OBJECTIVES	PERCENT OF GRADE	ESTIMATED TIME OUTSIDE CLASS
Readings	All	15%	50
Online forum posts and participation	All	15%	20
Class Attendance & Participation	All	19%	-
Personal missional leadership formation paper	3	17%	10
Intercultural Leadership paper	4	17%	10
Team development paper	5	17%	10
Total estimated time on homework		100%	100 hrs total
Note: All assignments must be submitted by the due date listed in the syllabus and no later than the final due date for the course listed in this syllabus by permission of the instructor. After the final due date, faculty cannot grant students permission to submit late work. See “Completion of Course Work” below.			

REQUIRED READING AND MATERIALS

NOTE: Hyperlinks to Amazon.com are placed here for your convenience. However, please be aware that there may be other websites (by publishers or by other ebook publishers) that may sell the same item for cheaper prices. Please shop around! In addition, some sites offer ebook rental prices for a limited number of weeks. These may also be cost effective. However, be sure to buy the right edition and recognize some of the smaller sellers may not deliver books in a timely fashion.

If you have already read any of the following works, please substitute with another work of similar subject matter from the list of Recommended Materials, below.

1. Dan B. Allender, *Leading with a Limp: Take Full Advantage of Your Most Powerful Weakness*. <https://www.amazon.com/Leading-Limp-Advantage-Powerful-Weakness/dp/1578569524/>
2. Leonardo Boff, *Ecclesiology: The Base Communities Reinvent the Church*. <https://www.amazon.com/Ecclesiology-Communities-Reinvent-English-Portuguese/dp/0883442140/>
3. Peter Block, *Community: The Structure of Belonging*. <https://www.amazon.com/Community-Structure-Belonging-Peter-Block/dp/1605092770/>
4. Mark Branson & Juan F. Martinez, *Church, Cultures, Leadership: A Practical Theology of Congregations and Ethnicities*. <https://www.amazon.com/Churches-Cultures-Leadership-Congregations-Ethnicities/dp/0830839267/>
5. Patrick Lencioni, *Overcoming the Five Dysfunctions of a Team*. <https://www.amazon.com/Overcoming-Five-Dysfunctions-Team-Facilitators/dp/0787976377/> (If you desire, you might also want to read the companion volume, *The Five Dysfunctions of a Team* by the same author, to gain a better understanding on this topic.)
6. Mary Clark Moschella, *Ethnography as a Pastoral Practice: An Introduction*. <https://www.amazon.com/Ethnography-As-Pastoral-Practice-Introduction/dp/0829817743/>

7. Henri J. M. Nouwen, *In the Name of Jesus: Reflections on Christian Leadership*. <https://www.amazon.com/Name-Jesus-Reflections-Christian-Leadership/dp/0824512596/>
8. Christine D. Pohl, *Living Into Community: Cultivating Practices that Sustain Us*. <https://www.amazon.com/Living-into-Community-Cultivating-Practices/dp/0802849857/>
9. Tom Rath, *StrengthsFinder 2.0*. <https://www.amazon.com/StrengthsFinder-2-0-Tom-Rath/dp/159562015X/>
(This reading assignment is mainly for you to take the StrengthsFinder test so you can fulfill other related assignments to be conducted in class; therefore, you won't need to read the whole book, only the applicable sections required as a part of the test.)
10. Peter Scazzero, *The Emotionally Healthy Leader: How Transforming Your Inner Life will Deeply Transform Your Church, Team, and the World*. <https://www.amazon.com/Emotionally-Healthy-Leader-Transforming-Transform/dp/0310494575/>
11. Michael Todd Wilson and Brad Hoffman, *Preventing Ministry Failure: A ShepherdCare Guide for Pastors, Ministers and Other Caregivers*. <https://www.amazon.com/Preventing-Ministry-Failure-ShepherdCare-Caregivers/dp/0830834443/>
12. JR Woodward, *Creating a Missional Culture: Equipping the Church for the Sake of the World*. <https://www.amazon.com/Creating-Missional-Culture-Equipping-Church/dp/0830836535/>

RECOMMENDED MATERIALS

1. George Barna and David Kinnaman, eds., *Churchless: Understanding Today's Unchurched and How to Connect with Them*. <https://www.amazon.com/Churchless-Understanding-Todays-Unchurched-Connect/dp/1414387091/>
2. M. Craig Barnes, *The Pastor as Minor Poet: Texts and Subtexts in the Ministerial Life*. <https://www.amazon.com/Pastor-Minor-Poet-Ministerial-Liturgical/dp/0802829627/>
3. Ruth Haley Barton, *Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry*. <https://www.amazon.com/Strengthening-Soul-Your-Leadership-Crucible/dp/083083513X/>
4. Ruth Haley Barton, *Sacred Rhythms: Arranging Our Lives for Spiritual Transformation*. <https://www.amazon.com/Sacred-Rhythms-Arranging-Spiritual-Transformation/dp/0830833331/>
5. Peter Block, Walter Brueggemann and John McKnight, *An Other Kingdom: Departing the Consumer Culture*. <https://www.amazon.com/Other-Kingdom-Departing-Consumer-Culture/dp/1119194725/>
6. Archie Brown, *The Myth of the Strong Leader: Political Leadership in the Modern Age*. <https://www.amazon.com/Myth-Strong-Leader-Political-Leadership/dp/0465027660/>
7. Bob Burns, Tasha D. Chapman and Donald C. Guthrie, *Resilient Ministry: What Pastors Told Us About Surviving and Thriving*. <https://www.amazon.com/Resilient-Ministry-Pastors-Surviving-Thriving/dp/0830841032/>
8. Simon Chan, *Spiritual Theology: A Systematic Study of the Christian Life*. <https://www.amazon.com/Spiritual-Theology-Systematic-Study-Christian/dp/0830815422/>
9. Charles A. Davis, *Making Disciples across Cultures: Missional Principles for a Diverse World*. <https://www.amazon.com/Making-Disciples-Across-Cultures-Principles/dp/083083690X/>
10. Marva Dawn and Eugene H. Peterson, *The Unnecessary Pastor: Rediscovering the Call*. <https://www.amazon.com/Unnecessary-Pastor-Rediscovering-Call/dp/0802846785/>
11. Alan Fadling, *An Unhurried Leader: The Lasting Fruit of Daily Influence*. <https://www.amazon.com/Unhurried-Leader-Lasting-Fruit-Influence/dp/0830846344/>
12. David E. Fitch, *Faithful Presence: Seven Disciplines that Shape the Church for Mission*. <https://www.amazon.com/Faithful-Presence-Disciplines-Church-Mission/dp/083084127X/>
13. Michael Frost, *Incarnate: The Body of Christ in an Age of Disengagement*. <https://www.amazon.com/Incarnate-Body-Christ-Age-Disengagement/dp/0830844171/>
14. Darrell L. Guder and George R. Hunsberger, eds., *Missional Church: A Vision for the Sending of the Church in North America*. <https://www.amazon.com/Missional-Church-Sending-America-Culture/dp/0802843506/>
15. Todd D. Hunter, *Giving Church Another Chance: Finding New Meaning in Spiritual Practices*. <https://www.amazon.com/Giving-Church-Another-Chance-Spiritual-ebook/dp/B0039800OC/>
16. Carolyn Custis James, *Malestrom: Manhood Swept into the Currents of a Changing World*. <https://www.amazon.com/Malestrom-Manhood-Swept-Currents-Changing/dp/0310325579/>

17. Carolyn Custis James, *Half the Church: Recapturing God's Global Vision for Women*. <https://www.amazon.com/Half-Church-Recapturing-Global-Vision/dp/0310522668/>
18. David Kinnaman, *unChristian: What a New Generation Really Thinks about Christianity...and Why It Matters*. <https://www.amazon.com/unChristian-Generation-Really-Christianity-Matters/dp/0801072719/>
19. David Kinnaman, *You Lost Me: Why Young Christians are Leaving Church...and Rethinking Faith*. <https://www.amazon.com/You-Lost-Me-Christians-Rethinking/dp/0801015898/>
20. Diane Langberg, *Suffering and the Heart of God: How Trauma Destroys and Christ Restores*. <https://www.amazon.com/Suffering-Heart-God-Destroys-Restores-ebook/dp/B015EVC6QA/>
21. Richard F. Lovelace, *Dynamics of Spiritual Life: An Evangelical Theology of Renewal*. <https://www.amazon.com/Dynamics-Spiritual-Life-Evangelical-Theology/dp/087784626X/>
22. John McKnight and Peter Block, *The Abundant Community: Awakening the Power of Families and Neighborhoods*. <https://www.amazon.com/Abundant-Community-Awakening-Families-Neighborhoods/dp/1609940814/>
23. Werner Mischke, *The Global Gospel: Achieving Missional Impact in Our Multicultural World*. <https://www.amazon.com/Global-Gospel-Achieving-Missional-Multicultural/dp/0984812857/>
24. James W. Neuliep, *Intercultural Communication: A Contextual Approach*, 7th edition. <https://www.amazon.com/Intercultural-Communication-Contextual-James-Neuliep/dp/1506315135/>
25. Lesslie Newbigin, *The Gospel in a Pluralist Society*. <https://www.amazon.com/Gospel-Pluralist-Society-Lesslie-Newbigin/dp/0802804268/>
26. Lesslie Newbigin, *Truth and Authority in Modernity*. <https://www.amazon.com/Authority-Modernity-Christian-Mission-Culture/dp/1563381680/>
27. Steve Ogne and Tim Roehl, *TransforMissional Coaching: Empowering Leaders in a Changing Ministry World*. <https://www.amazon.com/TransforMissional-Coaching-Empowering-Changing-Ministry/dp/0805447814/>
28. Eugene H. Peterson, *The Pastor: A Memoir*. <https://www.amazon.com/Pastor-Memoir-Eugene-H-Peterson/dp/0061988219/>
29. Eugene H. Peterson, *The Contemplative Pastor: Returning to the Art of Spiritual Direction*. <https://www.amazon.com/Contemplative-Pastor-Returning-Spiritual-Direction/dp/0802801145/>
30. Lianne Roembke, *Building Credible Multicultural Teams*. <https://www.amazon.com/Building-Credible-Multicultural-Teams-ROEMBKE/dp/0878083405/>
31. James K. A. Smith, *Desiring the Kingdom: Worship, Worldview, and Cultural Formation*. <https://www.amazon.com/Desiring-Kingdom-Worldview-Formation-Liturgies/dp/0801035775/>
32. Mandy Smith, *The Vulnerable Pastor: How Human Limitations Empower Our Ministry*. <https://www.amazon.com/Vulnerable-Pastor-Limitations-Empower-Ministry/dp/0830841237/>
33. Jean Stairs, *Listening for the Soul: Pastoral Care and Spiritual Direction*. <https://www.amazon.com/Listening-Soul-Pastoral-Spiritual-Direction/dp/0800632397/>
34. Paul David Tripp, *Dangerous Calling: Confronting the Unique Challenges of Pastoral Ministry*. <https://www.amazon.com/Dangerous-Calling-Paperback-Confronting-Challenges/dp/1433541378/>
35. Peter Ward, ed., *Perspectives on Ecclesiology and Ethnography (studies in Ecclesiology and Ethnography)*. <https://www.amazon.com/Perspectives-Ecclesiology-Ethnography-Studies/dp/080286726X/>
36. Dallas Willard, *The Divine Conspiracy: Rediscovering Our Hidden Life in God*. <https://www.amazon.com/Divine-Conspiracy-Rediscovering-Hidden-Life/dp/0060693339/>
37. Dallas Willard, *The Great Omission: Reclaiming Jesus' Essential Teachings on Discipleship*. <https://www.amazon.com/Great-Omission-Reclaiming-Essential-Discipleship/dp/0062311751/>
38. J. R. Woodward and Dan White, Jr., *The Church as Movement: Starting and Sustaining Missional-Incarnational Communities*. <https://www.amazon.com/Church-Movement-Sustaining-Missional-Incarnational-Communities/dp/0830841334/>
39. Dwight Zscheile, ed., *Cultivating Sent Communities: Missional Spiritual Formation*. <https://www.amazon.com/gp/product/0802867278/>

COURSE PROCEDURES AND REQUIREMENTS

Attendance Policy and Grades

Students are expected to login to the E-campus course site regularly and participate in the course activities in a timely manner. If you know you are going to absent from the course site for more than three or four days, email the instructor and group members (if applicable) in advance. Nevertheless, your grade may be lowered for absences at the discretion of the instructor.

Completion of Course Work

All course work is to be completed by the last day of classes for the term or by the date posted in the course syllabus. Extensions to this time limit will be made only by the academic affairs committee. The individual faculty member does not have the authority to grant any extensions of time beyond the last class of the term. Requests for extensions must be made in writing to the committee at least one week prior to the last day of classes. Variance forms for this purpose are available in the academic office or on Missio's website. All requests should specify the reasons for the extension and the length of the extension desired. Requests are not automatically granted.

Policies and Procedures

Please submit all work via E-Campus. All papers should follow the Missio Seminary writing style guide on e-campus and should use the *Chicago Manual of Style*, 16th edition (<http://www.amazon.com/dp/0226104206/>) or Kate L. Turabian's *A Manual for Writers of Research Papers, Theses, and Dissertations*, Eighth Edition (<http://www.amazon.com/dp/0226816389/>). All late papers will be subject to grade deductions at the discretion of the professor.

ASSIGNMENT DESCRIPTIONS AND GRADING

1. Readings (due June 3)

Rubric for evaluating reading requirement:

	Excellent	Satisfactory	Poor
Percentage of pages read	95-100%	90-94%	<90%

*Submission: Please indicate the percentages of completed readings in the Online section of the Readings Assignment in E-Campus, e.g., Allender, 100%; Boff, 100%; etc.

2. Online Forum Posts and Participation

Instructions: In the 3 weeks prior to the residential intensive, each week the students will post to the online discussion forum (3 forum posts in all), and provide at least two separate constructive feedback to others' posts (at least 6 feedbacks). These posts will draw from the readings, but also from prior knowledge, experience and reflections accumulated throughout the students' experience in ministry work. It will also serve as a collective reflection on the process of missional leadership formation, an "iron sharpening iron" process, so that we may all contribute to helping each other reflect on our leadership demands, practices and strategies for growth.

Topics for discussion forums are:

- **Week 1 (May 12-18):** In what ways have you been influenced, both positively and negatively, in your leadership style? How does prevailing notions of leadership both in the world and in your church tradition depart from biblically faithful models of leadership, and how does it help you hew closer to them? What are the some of your recent reflections on biblical leadership (both through course reading and other ways) that provide correctives and/or points of growth for you as a missional leader? How are you practicing spiritual disciplines in order to keep being sustained and stay emotionally and spiritually healthy as one called into your helping and/or leadership role?
- **Week 2 (May 19-25):** Describe some of the challenges you and/or your congregation or

organization face in intercultural leadership. What do you see as appropriate paths in meeting these challenges? What do you believe needs to be learned individually and collectively in order for you to grow in this area? How can you facilitate such learnings taking place? How are you developing eyes that see and ears that hear God and others, especially those that belong to cultural groups not your own?

- **Week 3 (May 26-June 1):** How would you diagnose your team (it could be your church leadership, organization team, colleagues, etc.)? What are its strengths, weaknesses, opportunities, and threats? (SWOT Analysis; search online for further information if needed and/or desired.) Can you envision a plan to help your team overcome its dysfunctions? To grow into a healthier team that works better together?

3. Personal Missional Leadership Formation Paper (due: June 14)

Instructions: Drawing from readings, research, discussions and class activities, write a 6 page paper that presents a self-analysis as a missional leader—spiritually, emotionally, vocationally—then prescribes a long-term action plan for self-care and cultivation in order to grow as a disciple of Christ and a missional leader called to serve in the world.

4. Intercultural Leadership Paper (due: June 28)

Instructions: Drawing from readings, research, discussions and class activities, write a 6 page paper that highlights an intercultural leadership issue in your context, and that seeks to interpret it (theologically and through social science) and to prescribe ways to address it in a missionally faithful and contextually appropriate manner.

5. Team Development Paper (due: July 12)

Instructions: Drawing from readings, research, discussions and class activities, write a 6 page paper that analyses your leadership team, especially your own role in it. In what ways can you and the rest of the team move away from dysfunction towards a healthier working dynamic? What are the adjustments needed for your team to reset its missional vision and renew to its objectives? Do you need outside help and in what capacities? Are you able to develop a plan with the rest of your team that is owned by all?

STUDENT RESPONSIBILITY AND ACADEMIC POLICIES

1. **Academic Policies:** Students are fully responsible to know and follow all seminary rules, regulations, and deadlines published in the [Academic Catalog](#) and all requirements concerning their degree programs.
2. **Course Syllabus:** Students are fully responsible to know and fulfill the requirements stated in the course syllabus. Students should email the professor about issues related to course work and deadlines during the course. See the [Academic Catalog](#) for policies on course extensions.
3. **E-campus Course Site:** Students are fully responsible for course content and materials that are posted on the course site. Students are encouraged to check the course site frequently during the course. Students who experience difficulty accessing or using the E-campus should email helpdesk@biblical.edu and include their student ID# in their correspondence.
4. **Academic and General Integrity:** As followers of Jesus Christ, we are called to integrity and Christ-likeness in all areas of life. What this means in the academic realm is that the completion of all assignments and assessments are to reflect your own work. Students found guilty of cheating or plagiarism will receive a grade of zero on the assessment and will follow the process outlined in the Academic Catalog. See the [Academic Catalog](#) for more information on plagiarism and policies related to cheating and plagiarism.
5. **Student PC Security Statement:** Missio recognizes the need for computer use throughout the entire educational process today. Computers equipped with Internet access and applications that help deliver information and knowledge are vital. Students are encouraged to bring their electronic computing devices to campus to facilitate their course work and supplemental activities. Given the current climate of online dangers such as viruses, malware, phishing scams, and other related risks it is critical to secure all such

devices regardless if they're being used on campus or not. Please take the appropriate steps to safeguard the security of your own electronic devices to protect the integrity of the student network on campus and provide a safe computing environment for everyone to use. Contact the Academic Office if you have any questions about this statement.

GRADING SYSTEM

To remain in good academic standing, a student must maintain the grade point average designated for his or her program.

MISSIO SEMINARY GRADING SYSTEM			
A	4.00	93.0 -100	Superior
A-	3.67	90.0 – 92.9	
B+	3.33	87.0 – 89.9	
B	3.00	83.0 – 86.9	Good
B-	2.67	80.0 – 82.9	
C+	2.33	77.0 – 79.9	
C	2.00	73.0 – 76.9	Fair
C-	1.70	70.0 – 72.9	
D+	1.30	67.0 – 69.9	Poor
D	1.00	63.0 – 66.9	
D-	.70	60.0 – 62.9	
F	0.00	00. - 59.9	Failing

Note: DMin students cannot receive lower than a B without having to retake the course/module.