

**Assemblies of God Theological Seminary
NORTH CENTRAL UNIVERSITY BRANCH CAMPUS
Minneapolis, MN
Oct. 17-20, 25, Nov. 1, 8, 2001**

**PTHB 640 STRATEGIC PLANNING AND GRANT WRITING
IN THE URBAN CONTEXT
(3 credits)**

Rev. Carolyn Tennant, Ph.D.

Fall semester, 2001

COURSE DESCRIPTION

The knowledge and skills gained in this course will allow the student to provide leadership for a church or Christian community group within the urban context. The course includes accomplishing a basic community demographic study, formulating a vision by God's guidance, and building strategic planning skills. Models and methods for effective change will be studied, followed by the development of competence in grant seeking and grant writing to help make the dream into a reality.

COURSE OBJECTIVES

Upon completion of this course, the student should be able to:

1. Utilize primary and secondary research skills to carry out a basic demographic study within a specific urban context.
2. Draw conclusions as to greatest needs indicated by the research study
3. Develop a vision from the Lord and articulate what constitutes a call to action
4. Design a workable strategic plan, including the selection of strategies for evangelism and church planting
5. Gain skills as a successful change agent
6. Utilize grant-seeking skills to fund specific portions of the strategic plan
7. Write a successful grant
8. Create a 501 (c) 3 foundation

TEXTBOOKS

Required:

Barna, George, *The Index of Leading Spiritual Indicators* (Dallas, TX: Word Publishing, 1996)

_____. *Turning Vision Into Action*. Ventura, CA: Regal Books, 1997.

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Biehl, Bob. *Masterplanning: A Complete Guide for Building a Strategic Plan for Your Business, Church or Organization*. Nashville, TN: Broadman and Holman, 1997.

Tennant, Carolyn. *Grantwriting in the Urban Context Course Notebook*, Minneapolis, MN, 1997.

Towns, Elmer, Warren Bird and Leith Anderson. *Into the Future: Turning Today's Church Trends Into Tomorrow's Opportunities*. Fleming H. Revell Co., 2000.

Optional:

Malphurs, Aubrey, *Developing a Vision for Ministry in the 21st Century* (Grand Rapids, MI: Baker Book House, 1992)

Shelley, Marshall, ed. *Renewing Your Church Through Vision and Planning: 30 Strategies to Transform Your Ministry*. Minneapolis, MN: Bethany House, 1997.

BASIC OUTLINE

Wednesday, October 17
1:00-6:30 p.m.

- A. Introduction to the Course
- B. Urban Demographics
 - How to gather demographic data on a particular neighborhood or urban section, using both primary and secondary research methods
- C. Drawing Conclusions on Needs
 - Drawing appropriate conclusions from the demographic data which leads to a well supported and articulate statement of needs
 - Finding and evaluating the effectiveness of other programs and community systems that are either meeting the needs successfully or have plans to do so
 - Selecting, through prayer and careful consideration, those needs which can have the most impact for the sake of the gospel
 - Rising with a clear view of the whole
- D. Field Trip studying outcomes of urban demographic study with John Mayer of Religion Information Resources (a bus tour of the Twin Cities)

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E. Debrief on field trip. Application of skills to the student's church and ministry field

Thursday, October 18

9:00 a.m.-noon and 1:00- 6:00 p.m.

A. Being a Visionary: Exactly What Constitutes a Call To Action?

B. Developing a Mission Statement

C. Strategic Planning: What It Is and How To Do It

----Components of strategic planning

----Involving others; showing flexibility combined with leadership

----"Environmental scanning"

----Dealing in the marketplace of ideas; creativity

----Being reflective, utilizing a holistic and integrated approach

D. Those Who Felt a Call To Meet Certain Needs: Real Ministry Stories
From Urban Pastors

E. The Effective Catalyst for Change

----Developing skills as a motivator, persuader, communicator who builds
ownership, organizer, negotiator, analyzer, problem solver, networker and risk
taker who also evidences a sense of timing

----Possessing ambiguity tolerance when it is necessary and
being decisive as the other times

F. Field Trip to ICCM and discussion with the pastors: Vision and
Change in Action

G. Building Grantsmanship Skills:

The Practics of Writing a Winning Grant

---- Where to locate grants

---- Building relationships with potential agencies

---- Finding a "match" for your needs

Friday, October 19

9:00 a.m.-noon and 1:00 – 6:00 p.m.

A. Continued discussion on locating the best potential fundgranting agency.

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- B. Trip to the Minneapolis Public Library to research to study annual reports from foundations and to research grant books
- C. Application of information to specific student grants----workshop time
- D. Overview of the grant-writing process from beginning to end

Saturday, October 20

9:00 a.m. -noon and 1:00- 6:00 p.m.

Writing the Grant:

- A. Developing an effective needs assessment
- B. Writing goals and objectives
- C. Workshop practice on their grants

Thursday, October 25

6:00-9:30 p.m.

Writing the Grant continued:

- A. Planning activities
- B. Designing program timelines
- C. Personnel
- D. Budget

Thursday, November 1

6:00-9:30 p.m.

- A. Grant submission and process
- B. Critique of grants utilizing real grants as well as their own
- C. Guest (in person or by phone) with an urban pastor successful in writing winning grants

Thursday, November 8
6:00-9:30 p.m.

- A. Incorporation, Tax Exemption, and other Legal Know-How Necessary To Accomplish a Dream
- B. Continued critique of grants

METHODOLOGY

The methodologies to be utilized in this class include the following:

Reading, lecture, discussion, site observation/field trips, guest speakers and a research, planning and grantwriting project.

COURSE REQUIREMENTS

A. Pre-Session

1. Read *The Index of Leading Spiritual Indicators* by Barna and *Into the Future: Turning Today's Church Trends Into Tomorrow's Opportunities* by Towns, Bird and Anderson.
-----Take one area of the statistical report (Barna) or one church model/trend (Towns, Bird and Anderson) and in a 2-3 page paper analyze how these data can be applied to a particular church or ministry setting with which you are familiar and what implications it has for programming.
2. Read *Turning Vision Into Action* by Barna.
-----Do up your "integrated life" as modeled in Appendix 1.
Write a vision statement for the particular church or ministry setting you chose above.
3. Read the book *Masterplanning: A Complete Guide for Building a Strategic Plan for Your Business, Church, or Organization* by Bob Biehl
-----Begin the process of designing a strategic plan for your particular church or ministry. It may be modeled after the sample provided in the appendix. More will be discussed about this in class, but your final project will include a strategic plan so any head start you may wish to make on this task will be helpful to you later.

---Furthermore, you may wish to read the optional texts. These will serve to further illuminate the topics of this class.

**Due date for all pre-session written assignments and the completion of all reading:
Wednesday, October 17, 2001.**

B. Session

1. Punctual attendance is required at all sessions.
2. Participation in class discussion of the topics on the course outline, incorporating insights and questions from the Pre-session reading is expected.
3. Participation in all evening activities including field trips.

C. Post-session

Course Project: Take one urban neighborhood/church and follow through with all course learnings in regards to that particular ministry site.

This project must include

- 1) a demographic study
- 2) an analysis of the data collected which culminates in a vision statement
- 3) the development of a complete strategic plan
- 4) description of change strategies to be utilized.

Additionally, a completed grant must be written which is ready to send in for a particular project related to that strategic plan. It should indicate application of all grantwriting skills learned during the workshop.

Everything included in this project should be at least 25 pages or more.

More specifics regarding this course project will be provided and discussed during class.

Due date: January 3, 2002

NOTE: Work received after the post-session due date specified in the syllabus will result in a change of grade fee (\$15.00) being charged, even when an extension has been granted by the instructor.

GRADING PROCEDURE

Reading and class participation	10%
Pre-session assignments	10%
Course project	80%

The project will be graded as follows:

Demographic study—	15%
Conclusions-----	5%
Vision statement-----	5%
Strategic plan-----	15%
Change strategies-----	5%
Grant-----	35%

SELECTED BIBLIOGRAPHY

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Bennis, Warren. *On Becoming a Leader*. Reading, MA: Addison-Wesley, 1989.

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Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations*. San Francisco: Jossey-Bass, 1988.

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Burns, James McGregor. *Leadership*. New York: Harper Colophon Books, 1978.

Conger, Jay A. *The Charismatic Leader*. San Francisco: Jossey-Bass, 1989.

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Drucker, Peter F. *Managing for the Future: The 1990's and Beyond*. New York: The Penguin Group, 1992.

Eisenstadt, S.N. , ed. *Max Weber on Charisma and Institution Building*. U. Of Chicago, 1968.

Finzel, H. *The Top Ten Mistakes Leaders Make*. Victor Books, 1994.

Ford, Leighton. *Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values and Empowering Change*. Downer's Grove, IL: InterVarsity Press, 1991.

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- Mauer, R. *Beyond the Wall of Resistance: Unconventional Strategies That Build Support for Change*. Bard and Staphen, 1996
- Maxwell, John C. *Developing the Leader Within You*. Nashville, Thomas Nelson, 1993.
- Moss Kanter, Rosabeth *The Change Masters: Innovation and Entrepreneurship in the American Corporation*. New York: Simon and Schuster, 1983.
- Nanus, Burt. *Visionary Leadership: Creating a Compelling Sense of Direction in Your Organization*. San Francisco: Jossey-Bass, 1992.
- Nutt, Paul C. and Robert Backoff. *Strategic Management of Public and Third Sector Organizations*. San Francisco: Jossey-Bass, 1992.
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- Saffold, Guy S. *Strategic Planning for Christian Organizations: Turning the Power of Vision Into Effective Ministry*. Fayetteville, AR: Accrediting Association of Bible Colleges, 1994.
- Senge, Peter M. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday Currency, 1990.
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- Tichy, N.M. and M.A. Devanna. *The Transformational Leader*. New York, Wiley, 1986.
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White, John. *Excellence in Leadership: Reaching Goals with Prayer, Courage, and Determination*. Downer's Grove, IL: InterVarsity Press, 1986.

World Wide Web. The following address will give you access to OCLC's *First Search*:
<http://www.ref.oclc.org:2000/> A user ID and password is required; check with your local or seminary library for access to this service.

SPECIFIC DATA

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