

Assemblies of God Theological Seminary

MSS 629CE 626 ADMINISTRATION IN THEOLOGICAL EDUCATION

COURSE SYLLABUS

Warren B. Newberry, D.Th.

Fall 2003

Visiting Professor of Missions

Time: Fridays 2:00-5:00/6:00-10:00 p.m.; Saturdays 8:00 a.m.– 2:00 noon/1:00-5.00 p.m.

Dates: September 12-13, October 10-11, November 14-15

COURSE DESCRIPTION

An overview of Bible school administration in a cross-cultural context. Using a basis of organization/management theory, traditional and nontraditional forms of administration are made relevant to domestic and foreign settings. Governance, personnel relationships, fiscal matters, curriculum development, and assessment issues will be studied.

COURSE OBJECTIVES

At the end of the course, the student should be knowledgeable of the organization and governance of Higher Education in the following areas:

1. Institutional governance and trustees/Board of governors
2. Administrators
 - Director/president
 - Academic Dean
 - Business Administrator
 - Librarian
 - Department chairs
3. Working with paid and non-paid faculty
4. Contextualized Curriculum development
5. Scheduling
6. Assessment
7. Faculty Evaluations
8. Accreditation: Domestic and Foreign
9. Students and shared governance
10. Relationships with parent organization
11. Fiscal matters

TEXTBOOKS

Required:

Birnbaum, Robert. *How Colleges Work: The Cybernetics of Academic Organization and Leadership*. San Francisco: Jossey-Bass Publishers, 1995.
Director's Manual CD. Hong Kong: Asia Pacific Education Office, AGWM, 2003. (supplied by the professor)

Recommended:

Hughes, Richard & William Adrian (ed). *Models for Christian Higher Education : Strategies for Success in the Twenty-First Century*. Grand Rapids : Eerdmans Publishing Company, 1997.
Komives, Susan & Dudley Woodward, et al. *Student Service: Handbook for the Profession* (3rd edition). San Francisco : Jossey-Bass Publishers, 1996.

METHODOLOGY

Lecture
Visual Presentations
Guest lecturers
Group Discussion
Student Presentations

COURSE REQUIREMENTS

Readings are assigned for each session. Graduate study assumes readings are complete previous to class and the student is conversant in the content. Please use the enclosed form to make a brief report of each article read. (Not for the textbook)

Note: All readings are on reserve at the AGTS library and a photocopy of the articles will be available for the student to copy. See the circulation staff.

APEO Resource CD: Pick up a free copy of this CD from the faculty secretary, Mrs. Norma Simmons. It is recommended that the student print out the following folders or have access to them in the classroom via a laptop computer. The material can also be accessed at this website: www.apeco.org

1. The Bible School Director's manual
2. The Faculty manual
3. The Student manual
4. LEAD manual

September 12-13

1. Textbook: Read Part one; pages 1-82
2. Perlman, Daniel. "Paradoxes of the Presidency". *AAHE Bulletin* vol 42 (2), 3-6, 1989.
3. "Statement on Government of Colleges and Universities". *Academe* vol 52 (4), 375-379, 1966.
4. Bergquist, William. *The Four Cultures of the Academy: Insights and Strategies for improving leadership in Collegiate Organizations*. San Francisco: Jossey-Bass Publishers, 1992, Read chapters 1, 2, 4, 6, & 8.
5. Levine, Arthur. *Handbook on Undergraduate Curriculum*. San Francisco: Jossey-Bass Publishers, 1981, Chapter 10; pages 251-284 ("A Comparison of Modern Philosophies of Higher Education")
6. *GCOWE '97 Presidents and Academic Deans Consultation*. (8 pages)
Source: <http://www.ad2000.org/gcove97>
7. Puno, Carlito. "Leadership Development and Theological Education". International Consultation on Global Partnership, 9-12 August, 2000, Sould, Korea. Also read the two responses by Kenneth Mulholland and Eddy Ho.

October 10-11

1. Textbook: Read Part two; pages 83-174
2. Sun, Benjamin. "Assemblies of God Theological Education in Asia Pacific: A Reflection". *Asian Journal of Pentecostal Studies* vol 3 (2) 2000, pp. 227-251.
3. Savage, Peter. "Four Crises in Third World Theological Education". *Evangelical Missions Quarterly* vol 9 (1) 1972, pp. 28-33.
4. Pentecost, Edward. C. "A Bible Training Course for Professional People" *Evangelical Missions Quarterly* vol 9 (1) 1972, pp. 34-37.
5. Elliot, Mark. "Protestant Theological Education in the Former Soviet Union". *International Bulletin of Missionary Research* Jan, vol 18 (1) 1994, pp. 14-16, 18-20, 22.
6. White, Merry. *The Japanese Educational Challenge*. New York: The Free Press, 1987, pp. 66-81. (chapter 4, "Japanese Schools Today").

November 14-15

1. Textbook: Read Part three; pages 175-230
2. Montero-Sieburth, Martha. "Models and Practice of Curriculum Change in Developing Countries". *Comparative Education Review* vol 36 (2), 1992.
3. Stark, Joan & Alice Thomas (eds). *Assessment Program Evaluation*. ASHE Reader Series. Needham Heights, MA: Simon & Schuster Custom Publishing, 1994. pp. 117-164.
4. Wiles Jon. *Curriculum Development: A Guide to Practice* 4th edition. New York: Macmillan Publishing Company, 1993. (chapters 4-6, pp. 117-242. Use one reading report for each chapter)
5. McCord, James. "The Seminary and the Theological Mission" *Theology Today* Oct 01, 1960.

6. Angelo, Thomas, & K. Patricia Cross. *Classroom Assessment Techniques* 2nd edition. San Francisco: Jossey-Bass Publishers, 1993. (chapters 1,3, & 4. Use one reading report for each chapter.)

Post session:

1. Project and reading list due on December 5, 2003.
2. Develop a *contextualized* BA curriculum for chosen country of the world. Details to be given at the first class

GRADING PROCEDURE

Exam 20%
Required Reading 20%
Project 60%

SELECTED BIBLIOGRAPHY

Books

- Albrecht, Karl. *Successful Management by Objectives*. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1978.
- Anglin, Dan L. *Directors' Manual*. Laguna Hills, California: Asia Pacific Education Office (formerly The Far East Bible Schools Regional Office), 1986.
- _____. *Directors' Manual: Asia Pacific Assemblies of God Bible Schools*. Laguna Hills, California: Asia Pacific Education Office, 1990.
- _____. *Guide for Strategic Planning for Assemblies of God Educational Institutions and Ministries in Asia Pacific*. Laguna Hills, California: Asia Pacific Education Office, 1996.
- Angelo, Thomas, & K. Patricia Cross. *Classroom Assessment Techniques* 2nd edition. San Francisco: Jossey-Bass Publishers, 1993.
- Batten, Joe D. *Tough-Minded Management*. New York: AMACOM, 1978.
- Berk, Joseph and Susan. *Managing Effectively*. New York: Sterling Publishing Co., 1991.
- Blackwell, Thomas Edward. *College and University Administration*. New York: The Center for Applied Research in Education Inc., 1966.
- Bower, Robert K. *Administering Christian Principles. Principles of Administration for Ministers and Christian Leaders*. Grand Rapids, Michigan: Eerdmans Publishing Co., 1964.

Bowden, Henry. *Boards of Trustees: Their Organization and Operation at Private Colleges and Universities*. Macon, GA: Mercer University Press, 1982.

Carpenter, Joel A. & Shipps, Kenneth W. (Eds.). *Making Higher Education Christian: The history and mission of Evangelical colleges in America*. Grand Rapids, MI: Christian University Press, 1987.

Cunningham, Merrimon. *Uneasy Partners: The College and the Church*. Nashville: Abingdon, 1994.

DeJong, Arthur. *Reclaiming a mission: New direction for the Church related college, 1990*.

Durasoff, Steve. *Introduction to Christian Education*. Irving, Texas: ICI University Press, 1987.

Drucker, Peter F. *Managing for the Future*. New York: Dutton, 1992.

_____. *The Practice of Management*. New York: Harper and Brothers Publishers, 1986.

Ebel, Kenneth E. *The Art of Administration: A Guide for Academic Administration*. San Francisco, California: Jossey-Bass, Inc., 1978.

Falender, Andrew J., and John C. Merson, eds. *Management Techniques for Small and Specialized Institutions*. San Francisco: Jossey-Bass, Inc., 1983.

Ferris, Robert W. *Renewal in Theological Education. Strategies for Change*. Wheaton, Illinois: Billy Graham Center, 1990.

Finzel, Hans. *The Top Ten Mistakes Leaders Make*. Wheaton, Illinois: SP Publications, 1994.

Fuller, Jon W., ed. *Issues in Faculty Personnel Policies*. San Francisco, California: Jossey-Bass, Inc., 1983.

Fisher, Ben C. *The idea of a Christian University in Today's World*. Macon, GA: Mercer University Press, 1989.

Fulton, Roger V. *Common Sense Supervision*. Berkeley, California: Ten Speed Press, 1988.

Gangel, Kenneth O. *Building Leaders for Church Education*. Chicago, Illinois: Moody Press, 1981.

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Glasser, William. *The Quality School*. New York: Harper Collins Publishers, 1990.

Hartley, Robert F. *Management Mistakes*. New York: John Wiley & Sons, 1986.

Henricks, Howard G. *Teaching to Change Lives*. Portland, Oregon: Multnomah Press, 1987.

Holmes, Arthur F. *The Idea of a Christian College*. 2nd ed. Grand Rapids, MI: William B. Eerdmans, 1987.

_____. (Ed.). *The Making of a Christian Mind. A Christian world view and the academic enterprise*. Downers Grove, IL: InterVarsity Press, 1985.

Hughes, Richard T. & Adrian, William B. *Models for Christian Higher Education. Strategies for success in the Twenty-first century*. Grand Rapids, MI: William B. Eerdmans, 1997..

Imundo, Louis V. *The Effective Supervisor's Handbook*. New York: AMACOM, 1991.

Malik, Charles Habib. *A Christian Critique of the University*. Downers Grove, IL: InterVarsity Press, 1982.

Marsden, George. *The Soul of the American University. From Protestant Establishment to Established Non-belief*. New York: Oxford University Press, 1994.

Maxwell, John C. *Developing the Leader Within You*. Nashville, Tennessee: Thomas Nelson Publishers, 1993.

McCorkle, Chester O., and Sandra Orr Archibald. *Management and Leadership in Higher Education*. San Francisco, California: Jossey-Bass Publishers, 1982.

McVey, Frank L., and Raymond M. Hughes. *Problems of College and University Administration*. Ames, Iowa: The Iowa State College Press, 1952.

Miller, Bob W., Robert W. Hotes, and Jack D. Terry, Jr., editors. *Leadership in Higher Education*. Westport, Connecticut: Greenwood Press, 1983.

Nash, Ronald H. *The Closing of the American Heart: What's really wrong with America's Schools*. Grand Rapids: Baker Book House, 1990.

Newman, William H. *Administrative Action: The Techniques of Organization and Management*. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1963.

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Oster, Merrill J. *Vision-Driven Leadership*. San Bernadino, California: Here's Life Publishers, Inc., 1991.

Peters, Tom. *Thriving on Chaos: Handbook for a Management Revolution*. New York: Harper Collins, 1987.

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Tucker, Allan, & Robert Bryan. *The Academic Dean: Dove, Dragon, and Diplomat* 2nd edition. New York: Macmillan Publishing Company, 1991.

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Articles

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Taylor, K. Phillip. "Supervisory Problems Faced by School Administrators in the Baltic Republics." *The University of Tennessee*. (1994): 64-70.

SPECIFIC DATA

Prepared by Dr. Warren Newberry, July 2003

Reading Report

1. Name: _____

Due Date: _____ Pages read _____ Late or on time? _____

2. **Bibliographic** information of the assigned reading.

3. Brief **Outline** of the reading:

4. **Interaction:** discuss issues or statements that you agree and/or disagree with.

