



Leadership Handbook

Undergraduate Certificate

Lead the way...

"I was hungry, and you gave me something to eat, I was thirsty, and you gave me something to drink, I was a stranger, and you invited me in, I needed clothes, and you clothed me, I was sick, and you looked after me, I was in prison, and you came to visit me." (Matthew 25:35-36 NIV).

Springs Rescue Mission

Programs

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Lead the Way: (Matthew 25:35-36)

Springs Rescue Mission (SRM) has been called to serve the homeless and impoverished, and we believe it is a high calling. God has called many organizations in our community to serve the “least of these,” but He has called SRM to lead in the fight against single adult homelessness. This calling is not easy, and certainly not for the faint of heart. SRM must be a pioneer in addiction recovery and impoverished programming to lead in this challenging community crisis. This innovative mindset will be woven throughout program concept, design, and implementation. To create new ideas and concepts, SRM will need fearless staff and volunteers who believe in the vision and mission of the organization so that they can lead this community in the fight against homelessness.

Springs Rescue Mission’s

Vision: To see lives transformed and filled with hope as our community works together to fight homelessness, poverty, and addiction.

Mission: Because of our love for and obedience to God, our mission is to mobilize the community to provide Housing, Health, and Work services.

A Few Good Questions

1. Do you believe in the **Vision** of SRM? “To see lives transformed and filled with hope as our community works together to fight homelessness, poverty, and addiction.”
2. Do you agree with the **Mission** of SRM? “Because of our love for and obedience to God, our mission is to mobilize the community to provide Housing, Health, and Work services.”
3. To that end, do you trust that you are **called to serve** at Springs Rescue Mission?

If you can say **yes to all three questions** and desire to help those facing addiction, you are invited to be a part of the Management/Leadership Certification Training Program.

Programs Overview

Springs Rescue Mission (SRM) wants to see the homeless community of Colorado Springs abound with opportunities for health, housing, and work. These are fundamental factors of community development and human dignity, which we believe originates in our creation in the image of God. People deserve health, housing, and work with no other qualifications needed. To that end, the Mission will mobilize the community to work together, helping provide these opportunities for as many homeless and impoverished citizens as possible.

The goals and targets for providing health, housing, and work programming and services are as follows:

Health is an incredibly large topic. It is best divided into behavioral health, physical health, and spiritual health. Someone healthy is:

- Addressing and maintaining their medical issues and disabilities with limited support (physical health).
- They are not affected by substance use in their daily life and caring for their underlying or overt mental health issues (behavioral health).
- They are building and maintaining meaningful relationships in their lives that reflect the gospel of Jesus Christ (spiritual health).

Housing can also be defined in several ways. At the Mission, low-barrier shelters bring many people to us first and moving guests through different types of advanced shelters to permanent

housing is the goal. All shelters are a form of “housing,” yet they look very different. Springs Rescue Mission’s approach to housing is best defined as:

- People enter at a housing level they need, and through program interventions and restoring personal relationships; they will progress to a level of housing that is sustainable and healthy for both them and the broader community.

Work is founded on the concept of value. People are valuable regardless of how they see themselves or how others view them. There are many ways to demonstrate value. People treat property of significant value differently. They take care of it, put it on display, insure it, and take great pride in it. They also expect greater financial compensation for objects of great value. When people see themselves as having great value, act and expect to be treated similarly. They take care of themselves, expect to be treated well, and believe they have something to contribute. Our guests will see themselves as someone of great value and live their lives in such a manner. We will connect them with services, employers, and wages worthy of their value as people by providing work training and opportunities to learn valuable, competitive skills. If we help someone see their value, they will treat themselves and others with dignity and respect.

With these concepts guiding Springs Rescue Mission, we plan to lead our community and rescue missions across the nation towards sustainable solutions to every homeless community’s health, housing, and work needs.

As defined by Springs Rescue Mission, a program is an environment that provides an opportunity for organized agency, activity, and consistency. **Agency** is the starting point. It is when an individual has hope for something better. **Activity** is the action of doing the program.

Finally, **Consistency** is the outcomes produced from the client’s initial hope for something better.

We will assess where each guest to the Mission is, according to these definitions. We will also plan what interventions will most likely help them progress as an individual. Finally, we will report the effectiveness of those interventions transparently with the community of Colorado Springs and rescue missions across the nation, with a commitment to reviewing and improving these definitions and processes cooperatively over time.

What is a Good leader?

Good Leaders have Strong Values: (Matthew 5:37)

What makes a good leader? Good leadership traits are often hard to define, but when you think about who a great leader in history was, most mention Abraham Lincoln. Although President Lincoln “had less leadership experience than any previous president,” he is consistently ranked as one of the best leaders in American history (The Leadership Experience – Daft pg. 3). Why was Lincoln considered such an amazing leader? Because he had

remarkable communication skills, he

was humble, and he sought to serve

America and not himself. He had strong values! According to

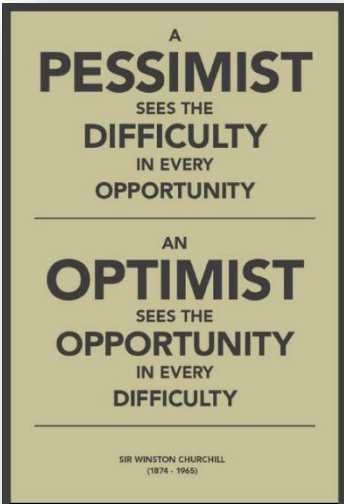
Bible.org, “Values are essential to effective leadership. They are the

uncompromisable, undebatable truths of behavior. They are

motivational, giving us the reason why we do things; and they are



Ethicsage.com



QuotesGram.com

restrictive, placing boundaries around behavior. Values are those things that we deem important and that provide direction and guidance in spite of our emotions”.

(<https://bible.org/seriespage/12-values>). In other words, values are unchanging, God defines them through His Word, and they do not waver based on human emotions.

If people follow someone, that individual must have unchanging values, and their strong morals and ethics must back those values. At Springs Rescue Mission, we believe morals and ethics are a defining element of Godly leadership; “The Bible is the leadership anchor” (The Making of a Leader – Clinton pg. 158). Godly leaders seek to be above reproach in all they do and speak. “Successful leaders have also been found to be highly consistent, doing exactly what they say they will do when they say they will do it.” (The Leadership Experience – Daft pg. 38). Good leaders must be honest and ensure they follow through on their promises. Matthew 5:37 tells us that “All you need to say is simply ‘Yes’ or ‘No’; anything beyond this comes from the evil one.” (NIV). Good Leaders are Optimistic: (Romans 15:13)

Not only do strong character traits define a good leader, so does optimism. We understand that our job is complex and can be frustrating at times, but we expect our staff and volunteers to be joyful and optimistic. In His Word, God has made it clear that joy comes from knowing we are His children, and as His children, we are called to serve. That joy is shown in an optimistic outlook. In his book The Leadership Experience, according to Daft, optimism refers to a tendency to see the positive side of things and expect things to turn out well. According to Romans 8:28, “And we know that in all things God works for the good of those who love him, who[a] have been called according to his purpose.”

Optimism can be contagious, and those who convey this attitude through action and communication at work can encourage others toward a better outlook on the day and life. For our

guests and clients, the joy that is shown by staff can be impactful. This joyful attitude can create hope, and hope can create agency. "Human agency refers to the ability to shape one's life, and a few dimensions can be differentiated. Individual agency is reflected in individual choices and the ability to influence one's life conditions and chances."

([https://en.wikipedia.org/wiki/Agency_\(philosophy\)](https://en.wikipedia.org/wiki/Agency_(philosophy))). When guests and clients begin to feel hope, it can create a desire to make decisions to change their lives for the better. This choice to make a change then creates action.

Leadership Strengths

A Good Leader Knows Their Strengths (Proverbs 4:7)

“When people use their strengths, they feel good and enjoy their work without extra effort; hence they are effective and make a positive contribution.” (The Leadership Experience – Daft pg. 42). To ensure you are fulfilling your calling at SRM, you may be asked to take a few different types of assessments. These are [Jung’s Personality](#) assessment, [Clifton Strength Finders 2.0](#), and possibly [Mission Finder](#). Each of these assessments can help us as a team determine if you are using your skills and gifts to the best of your ability and show others how best to communicate with you. Each of the assessments you will be taking will be reviewed by the programs’ leadership team and shared with you. This process will help the leadership team understand where your strengths lie and where your areas of opportunity exist. Then, the team will work together to determine the best possible fit for you as a leader and how best to help you succeed.

“The [Jung’s Personality](#) test answers the following questions:

- What kind of personality do I have?
- What are my Jung types?
- How will my psychological type fit certain kinds of jobs?”

Clifton Strength Finders 2.0 will help individuals know how to be:

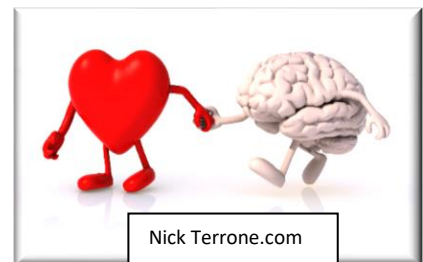
- more engaged at work
 - more productive in their roles
 - happier and healthier
-

Mission Finder; 8 Reasons Every Christian Should Know their Spiritual Gifts

1. Knowing your spiritual gift helps you understand God's will for your life.
 2. Knowing your spiritual gift helps you understand how the Holy Spirit works through you.
 3. Knowing your spiritual gift helps you know what God has not called you to do.
 4. Knowing your spiritual gift relieves you from serving out of duty.
 5. Knowing your spiritual gift fills a deep inner need
 6. Knowing your spiritual gift builds unity among Christians.
 7. Knowing your spiritual gift equips you to fulfill God's purpose for your life.
 8. Knowing your spiritual gift adds to your self-acceptance.
-

Good Leaders have Understanding: (1Corinthians 12:12-20)

Once individuals know how they were created regarding likes, dislikes, communication style, and personality tendencies, they can learn how to lead effectively. God has given each of us specific gifts for serving. I Corinthians 12 tells us that God gave us these gifts for the "common good." That effectively means you were given Spiritual gifts to fulfill your calling and that using those gifts to serve will be for the betterment of all at the Mission. Not only did the Apostle Paul tell us to use these gifts to serve, but he also said to "fan into flames the gifts you were given" (2 Timothy 1:6) so that your gifts will grow stronger and more effective.



Good Leaders use both their Head and Heart: (Psalm 78:72)

“To succeed in today’s environment requires whole leaders who use both head and heart” (The Leadership Experience – Daft pg. 136). A good leader must recognize a situation and use their intelligence, but there will also be many instances where a leader must also utilize compassion and understanding. Businesses and ministries alike are run by people, and leaders need to have the ability to motivate staff to be productive while also understanding the needs of those employees. God expects His children to be skillful in their work, but He also expects us to be a shepherd and love the staff. There will be times as a leader that one must admonish a staff member and hold them accountable for their job task, and there will be times when that same leader will have to encourage an employee through tough times. We must be both gentle as doves and wise as serpents (Matthew 10:126).

Developing Skills: (Proverbs 4:6-7)

Godly leaders understand how their experiences, education, gifts, and talents combine to make them good leaders. But to become a great leader, you must develop and strengthen your skills. To understand how to sharpen these skills, we will need to look at various leadership theories and determine how best to use these at Springs Rescue Mission.

Good Leaders use their Mind: Mental Models

Developing your mind is essential to growth as a leader. There are four mental models that a good leader must develop: “independent thinking, open mindedness, system’s thinking, and personal mastery”

(Leadership Experience – Daft pg. 140). Independent thinking is necessary at Springs Rescue Mission as we seek to find new and better ways to serve the homeless community. Staff and



volunteers need to look at the issues and determine processes to address the concern without using the typical, established rules of thinking, and this will enable us to find new ways to help our guests and clients. Established rules of thinking are those defined processes that society expects the mission to do based on historical practices (i.e., “this is how we have always done it” or “that will not work because of who we serve”).

We want to see lives transformed; we believe we can achieve this through effective programming. Effective programming looks different in different circumstances, so it is important to find fluidity and creativity in problem solving and implementation. To create life-changing programs, we must think independently from the established sheltering practices of just feeding and sheltering. We must want more for our guests and clients and be open to new and creative ideas. Open-mindedness is essential in creating audacious programming as “it involves independent thinking, and it requires leader curiosity and questions” (Leadership Experience - Daft pg. 141). When we are open to new ideas and processes, then we can do more for the clients.

System thinking is a leadership tool of understanding how everyone works together to achieve the desired goal. Although it sounds like a factory process, it is a leadership tool. “System thinking is the ability to see the synergy of the whole rather than just the separate elements of a system and to learn to reinforce or change whole systems patterns.” (Leadership Experience – Daft pg. 144). As a leader, you must look at the entire program and understand where to adjust and where to reinforce. If the program needs more activities in one area, how will that affect the rest based on time, money, and process? Not only do you need to look at your specific area of responsibility, but you will also need to look across all the programming in housing, health, and work.

You are not going to know everything about all thing’s programs. Though, it is important to understand program goals and needed outcomes. From there, remain clear in your thoughts and objectives. Personal mastery means defining your goals, identifying the steps towards accomplishing that goal, and then tracking the milestones being achieved on the way towards that goal. During these steps, a leader may need to shift as the objective may move or even grow in scope during the process. These pivots will need to be communicated to the team to ensure everyone is still headed in the same direction. Unfortunately, many well-meaning individuals have lost energy and followers due to a lack of clarity. To lead a team, you must define the objective, have the organizational ability to pivot when needed, and communicate to your teams the processes as you go.

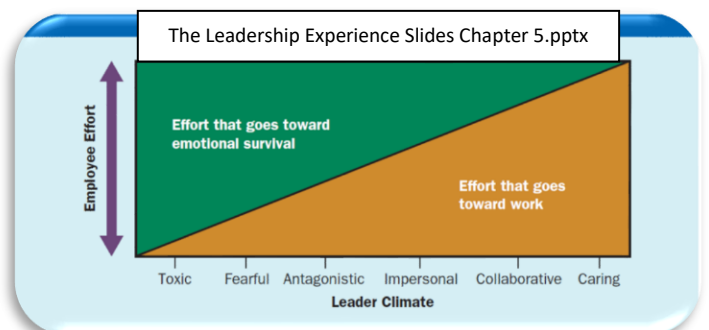
Good Leaders have Emotional Intelligence – EQ (James 3:17)

“Emotional Intelligence (aka EQ) refers to a person’s ability to perceive, identify, understand, and successfully manage emotions in self and others” (Leadership Experience – Daft pg.



146). We have all had co-workers or possibly family members who did not seem able to control their emotions—this inability to control their feelings made for uncomfortable situations. But when a supervisor does not keep their feelings in check, it is even worse. As a leader, we should manage ourselves and help guide others in their need to convey their feelings. There are “hundreds of emotions and more subtleties of emotion than there are words to explain them.”

Emotions can range from positive to negative and can sometimes seem even to overlap.



As mentioned earlier, good leaders are optimistic, which can be utilized to help those around you as “emotions are contagious” and “the emotional state of the leader influences the entire team, department, or organization” (Leadership Experience – Daft pg. 148). Good leaders know how to use their optimism to influence performance. As you can see in the diagram above when an individual is sad or feeling down, it takes most of their energy to survive the day, but when an employee is in good spirits, their production goes up. In ministry, this not only helps staff and volunteers but will also influence the guests and clients. Your ability to stay joyful could motivate a client to have consistency in their program.

The components of Emotional Intelligence are broken into four categories, as seen in the diagram below. Self-awareness is the ability to understand how your emotions affect you. For example, if you are frustrated or upset, you need to know how this can affect your actions. Self-management is the ability for you to control unproductive emotions. All SRM staff and volunteers need to understand how their reactions can affect co-workers, clients, and guests. Many individuals experiencing homelessness have a heightened sense of emotions, and your ability to control your feelings can be vital to their success. Social awareness is an individual’s ability to understand others and practice empathy. Clients at SRM have experienced extreme trauma and therefore need our understanding and compassion. There will be times when you will have to read a situation and help staff or a client through difficult times. Individuals may show their frustration through overt outward communication or possibly just through acting differently. Both clients and staff will need your and ability to read a situation and seek to help the individual will be vital to the success of the clients and staff. Finally, relationship management is needed to understand how to build relationships with staff, volunteers, and clients. “Leaders with high emotional intelligence are aware of the impact their behaviors have

on others, and they treat people with compassion, sensitivity, and kindness” (Leadership Experience – Daft pg. 151).

Good leaders are also Good Followers: (Mathew 20: 24-28)

Springs Rescue Mission is based on servant leadership theology, and therefore everyone on staff is called to serve. "The servant leader model is a philosophical model, which is founded on the central thrust of Jesus' teaching on the major quality of great Kingdom leaders. That is, a leader uses leadership to serve followers." (A Personal Ministry Philosophy—One Key To Effective Leadership – Dr. Robert Clifton). To understand how to be a good leader, you must first understand how to be a good follower as "Leadership and followership are closely intertwined." (Leadership Experience – Daft pg. 198) Often as leaders, we are called to follow; God uses these opportunities to grow up others to lead.

“Christian Leaders Should Lead By Serving And Serve By Leading.” (*A Personal Ministry Philosophy—One Key To Effective Leadership* – Dr. Robert Clifton).

Some basic values that I (Robert Clinton) have identified in these passages include:

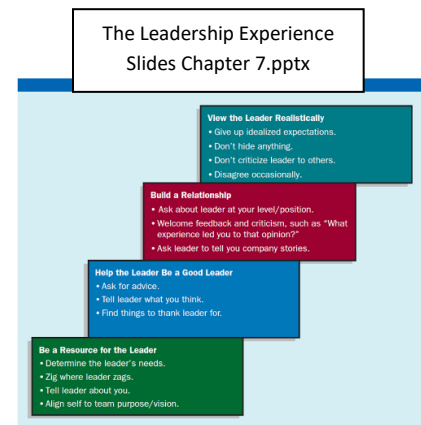
1. Leadership is exercised primarily as service, first of all to God and secondarily as service to God's people.
2. Service will require sacrifice on the leader's part.
3. Servant leadership is dominated by an imitation modeling leadership style. That is, the dominant form of influence is modeling for the followers and setting expectancies for them to do the same.
4. Abuse of authority, *Lording it over* followers in order to demonstrate one's importance, is incompatible with servant leadership.
5. A major motivational issue for servant leadership is anticipation of the Lord's return.
6. A leader ministers as a duty expected because of opportunities and gifts given. Hence, there is no expectancy or demand or coercion for remuneration--no demanding one's due.”

Good Leaders know how to Manage Up

Good leaders not only understand how to manage staff, but they also know how to manage up. Managing up means consciously and deliberately developing a meaningful, task-related, mutually respectful relationship with your direct superiors; offering insight, information, guidance, and initiative; and challenging your superiors, when necessary, to enable all members to do their best work for the organization.” (Leadership Experience – Daft pg. 199) Springs Rescue Mission desires for all members of the organization to be vital parts of the ministry. To that end, we expect everyone to help lead in programs, including giving opinions and insight into programming concepts, design, implementation, and execution. SRM strives to ensure open communication at all levels to create opportunities for every individual to speak into program design and philosophy.

Good Leaders Know How to Influence (Colossians 3:15-17)

The final stage of creating audacious programming at Springs Rescue Mission is the ability to influence others. Suppose a project needs extra staff, process changes, or more resources you will need to explain the needs to co-workers, volunteers, and supervisors. You will need to understand your supervisor’s preferences and learn to adapt so that you can communicate effectively (see diagram to the right). You should pay attention to specific details, such as how your supervisor prefers communication, through email, one-on-one, or possibly even texts. Does the leader want all of the information at once or as it is accumulated? Is your supervisor a numbers person, or do they want to hear the story? The most effective way to manage up is to be a resource for the leader. When you know the situation, you are the one the supervisor comes to for the information. Just



be sure that data aligns with the vision and mission of the organization. “Effective followers align themselves with the purpose and the vision of the organization.” (pg. 206).

Leadership Training

At Springs Rescue Mission we seek to invest in the future of our programs by investing in the program staff. Not only do we want to invest in the staff’s abilities to create programming, but we seek to invest in something even more valuable, leadership training. If you believe that God is calling you into this type of service, then you may apply for a scholarship to the Management/Leadership certificate through SRM and City Vision University. Courses for this certificate were chosen to provide a well-rounded overview of ministry and program leadership. Each course is eight weeks in length and will require time at home for homework and online classroom studies. Along with the homework and online studies there will be a weekly meeting for you and the group to discuss the current week’s assignments and topics. There will be senior leaders overseeing the entire year’s training and will be assigning various group projects to enhance the training process.

Springs Rescue Mission will pay the partnership portion of each course which is currently \$500.00. This amount will pay for each course in full as long as a student has a minimum grade of ‘B’ or 81%. If the student is lower than the minimum grade, then they must pay the additional portion. Students must have a passing grade to continue in the program. A passing grade is a minimum of a ‘C’ or 71%. If a student receives less than 71%, they will need to retake the course at their own expense in order to gain the certificate.

Undergraduate Level Certificate Courses*

(For full course descriptions please see appendix B)

[ORG101: Introduction to Nonprofit & Ministry Management](#): Spring Semester 1

(January 10, 2022 – March 6, 2022)

ORG303: Cross-Cultural Management & Ministry Spring Semester 2

(March 21, 2022 – May 15, 2022)

ORG432: Nonprofit Educational Program Design (undergrad section of graduate course):

Summer Semester

(May 30, 2022 – July 24, 2022)

ORG437: Nonprofit Program Planning and Evaluation: Fall Semester 1

(TBD)

MIN601: Vocation, Calling & Purpose of Work Fall Semester 2

(TBD)

Conclusion: Start Your Path to Leadership Success (Philippians 1:6)

Leadership is a journey that God started in your life many years ago. He has guided you to the point where you are now and will give you the strength and knowledge to see your training through to completion. As you join your colleagues on this next step of leadership training, be prepared to see what God has in store for you. Look at each section of the training process as an opportunity to have God come alongside you and strengthen your ability to be a servant leader. SRM staff is looking forward to what this next level of leadership training will do for you.



Appendix A

References

Bible.org (<https://bible.org/seriespage/12-values>)

Clifton, Robert (1992) *A Personal Ministry Philosophy—One Key To Effective Leadership*

Daft, Robert (2017). *The Leadership Experience*

Springs Rescue Mission (<https://www.springsrescuemission.org/about-us/#howeare>)

Wikipedia ([https://en.wikipedia.org/wiki/Agency_\(philosophy\)](https://en.wikipedia.org/wiki/Agency_(philosophy)))

Appendix B

Bible References

Matthew 25:35-36 *I was hungry, and you gave me something to eat, I was thirsty, and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick, and you looked after me, I was in prison, and you came to visit me.” (NIV)*

Matthew 5:37 *“Let what you say be simply 'Yes' or 'No'; anything more than this comes from evil.” (ESV).*

Romans 15:13 *“May the God of hope fill you with all joy and peace as you trust in him, so that you may overflow with hope by the power of the Holy Spirit”.* (NIV)

Romans 8:28 *“As Christians we know this to be true; “And we know that all things work together for good to them that love God, to them who are the called according to his purpose.” (NIV).*

Proverbs 4:7 *“The beginning of wisdom is this: Get wisdom, and whatever you get, get insight.” (ESV)*

I Corinthians 12:12-20 *“Now if the foot should say, “Because I am not a hand, I do not belong to the body,” it would not for that reason stop being part of the body. 16 And if the ear should say, “Because I am not an eye, I do not belong to the body,” it would not for that reason stop being part of the body. 17 If the whole body were an eye, where would the sense of hearing be? If the whole body were an ear, where would the sense of smell be? 18 But in fact God has placed the parts in the body, every one of them, just as he wanted them to be. 19 If they were all one part, where would the body be? 20 As it is, there are many parts, but one body”.* (NIV)

2 Timothy 1:6-8 *“For this reason I remind you to fan into flame the gift of God, which is in you through the laying on of my hands. 7 For the Spirit God gave us does not make us timid, but gives us power, love and self-discipline. 8 So do not be ashamed of the testimony about our Lord or of me his prisoner. Rather, join with me in suffering for the gospel, by the power of God”.* (ESV)

Psalm 78:72 “With upright heart he shepherded them and guided them with his skillful hand.” (ESV).

James 3:17 “But the wisdom from above is first pure, then peaceable, gentle, open to reason, full of mercy and good fruits, impartial and sincere.” (ESV)

Matthew 20:24-28 “He said, “You’ve observed how godless rulers throw their weight around, how quickly a little power goes to their heads. It’s not going to be that way with you. Whoever wants to be great must become a servant. Whoever wants to be first among you must be your slave. That is what the Son of Man has done: He came to serve, not be served—and then to give away his life in exchange for the many who are held hostage.” (The Message).

Proverbs 3:13-18 “Blessed is the man who finds wisdom, the man who gains understanding, 14 for she is more profitable than silver and yields better returns than gold. 15 She is more precious than rubies; nothing you desire can compare with her. 16 Long life is in her right hand; in her left hand are riches and honor. 17 Her ways are pleasant ways, and all her paths are peace. 18 She is a tree of life to those who embrace her; those who lay hold of her will be blessed. (ESV)

Colossians 3:15-17 “Let the peace of Christ rule in your hearts, since as members of one body you were called to peace. And be thankful. 16 Let the message of Christ dwell among you richly as you teach and admonish one another with all wisdom through psalms, hymns, and songs from the Spirit, singing to God with gratitude in your hearts. 17 And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him.” (NIV)

Philippians 1:6 I am convinced and confident of this very thing, that He who has begun a good work in you will [continue to] perfect and complete it until the day of Christ Jesus [the time of His return]. (AMP)

Appendix C

City Vision University

Bachelors Level Certificate Courses*:

(For full course descriptions please see appendix B)

ORG101: Introduction to Nonprofit & Ministry Management

Spring Semester 1

Course Description: This course is a survey of the field of nonprofit management, providing an introduction to nonprofit boards, finances, leadership, strategy, marketing, fundraising, human resources and social entrepreneurship. By explaining how all parts of a nonprofit organization work together, this course helps leaders resolve tensions between program/ministry staff and senior management/fundraising staff. It also explains how to balance between entrepreneurial staff and the operations/accounting staff. This course also helps students develop a degree plan

and career plan to succeed. This course is intended to be an orientation course for students in City Vision's Nonprofit Management, Ministry and Business degrees, so it should be taken as early as possible in your program if you are pursuing one of those degrees.

Course Objectives: After completing this course, you will be able to:

1. Identify foundational theories and specialized skills of nonprofit management including nonprofit boards, finances, leadership, strategy, marketing, fundraising, human resources and social entrepreneurship.
2. Make use of the results of your individual Workplace Behavioral Profile in developing your own professional development plan.
3. Describe the importance of each of the four quadrants of the Competing Values Framework for nonprofit management skills: Collaborate, Control, Create and Compete.
4. Apply concepts of nonprofit management into a specific context of a ministry, church or other nonprofit organization.
5. Identify and develop a relationship with a nonprofit organization to provide practical contexts for assignments in their degree program and advance your career (including seeking an internship if desired).
6. Create your self-management plan, degree plan and career plan synthesizing the material covered in this course.

ORG303: Cross-Cultural Management & Ministry

Spring Semester 2

Course Description: This course provides a toolkit for those working in cross-cultural environments. Topics include cultural intelligence, ethnic identity, social class, cultural dimensions, indigenous leadership development, organizational culture and organizational cross-cultural assessment and strategic planning. The course centers around a final project where you will develop: 1) a personal cross-cultural leadership growth plan, 2) a cross-cultural organizational assessment, and 3) a cross-cultural strategic plan for your organization.

Course Objectives: After completing this course, you should be able to:

1. Describe culture, cultural intelligence, and principles of cross-cultural ministry.
2. Describe your own cultural journey in terms of ethnic identity development and social class.
3. Assess the cultural dimensions of yourself, your organization, and your clients to develop strategies to serve as a bridge-builder.
4. Develop a personal cross-cultural assessment and leadership growth plan.
5. Assess your organization's culture and your cultural management profile using the Competing Values Framework.
6. Conduct demographic analysis of your organization's outcomes and stakeholders.
7. Develop a comprehensive cross-cultural assessment and strategic plan for your organization.

ORG432: Nonprofit Educational Program Design

Summer Semester

Course Description: In this course you will develop an educational program plan in a nonprofit organization to help bring transformational life change in clients. This course is focused on adult education in the social service sector, but principles could apply to other types of programs. In this course you will learn the principles of adult education. In the first part of the course, you will focus on analysis including: assessing client educational needs, designing education to support nonprofit outcomes and researching outside resources and program models. In the second part of the course, you will develop educational program learning outcomes, a course syllabus, a lesson plan (which you will teach) and an evaluation and retention plan.

This is an undergraduate section of a graduate course. Undergraduate students wishing to take this course must have at least 90 credits and a 3.0 GPA.

Course Objectives After completing this course, you will be able to:

1. Create a philosophy of adult education for your context based on the principles of adult education and the characteristics of adult learners.
2. Develop a detailed assessment of your client educational needs and a plan to assess client needs and capabilities in the future.
3. Generate a detailed theory of change and logic model for your organization's holistic program and explain how your educational program components will support the larger program or organizational outcomes.
4. Research, evaluate and utilize outside learning resources as well as best practices and program elements from organizations to use in your program.
5. Design educational program outcomes that follow best practices and support nonprofit program outcomes.
6. Develop a syllabus for a course following best practices that supports at least one of your educational program outcomes.
7. Create and deliver a one-hour lesson plan utilizing instructional strategies that fit with your lesson plan outcomes and your audience.
8. Develop a retention and evaluation plan to improve your education program.

ORG437: Nonprofit Program Planning and Evaluation

Fall Semester 1

Course Description: In this course, you will learn and implement the process of nonprofit program design and evaluation. You will learn how to develop the program's theory of change, its corresponding logic model, and the means by which you will monitor, evaluate, and improve your program. Part 1 focuses on the theory of change, which is the comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. Part 2 focuses on the logic model, which is a graphic depiction that presents the shared relationships among the resources, activities, outputs, outcomes, and impact for your program. Part 3 focuses on the process of developing an effective and actionable evaluation and improvement plan.

Course Objectives After completing this course, you will be able to:

1. Summarize the purposes of program planning and evaluation.
2. Elaborate upon the interconnected relationship of the Theory of Change, Logic Model, and Evaluation Plan in program planning and evaluation.

3. Develop a detailed assessment of your participants' needs and a plan to assess client needs and capabilities in the future.
4. Apply knowledge of components of program development through the creation of a program theory of change, logic model, and evaluation plan.
5. Incorporate appropriate measurement, monitoring, and evaluation systems that inform program decision making and stakeholder engagement.

[MIN601: Vocation, Calling & Purpose of Work](#)

Fall Semester 2

Course Description: This course will help students to understand the purpose of work and a Christian understanding of vocation. Students will reflect on their life story to gain a better understanding of their unique identity and purpose in their vocation. Students will also conduct research on various career paths and set up meetings with mentors and others to provide input into their vocational discernment process. They will also refine their understanding of calling or vocation might be and how it fits into God's purposes and a Christian worldview. They will then create a synthesis of the above understandings into a reflective life plan.

Course Objectives: After completing this course, you will be able to:

1. Explain how your life story, personality and personal identity inform your vocation and calling.
2. Conduct market research to develop three different potential career paths.
3. Set up meetings with mentors and networking contacts to provide input into your career and life plan.
4. Identify the ways that Christians' worldviews toward work can be distorted and to develop a discipleship and spiritual formation plan to restore them.
5. Develop a career strategy using business tools like personal SWOT analysis and personal branding.
6. Create a synthesis combining who you are with what you believe into a personal career and life plan.