Syllabus for Ministry Strategy 201

Strategy: Ten Big Ideas from Ten Churches

Asking the right questions.
Discovering the best answers.

The goal of the XPastor Online Courses is to give a world-class education in the essentials of church leadership and management. Both newbies and old pros will benefit from the content, the interaction with others and the assignments about their local church. Whether you audit the class or take it for certification credit, learn from experienced leaders from around the country.

The target audience for this course on Strategy is both paid and volunteer church leaders. This course can be taken as a team.

The leader of the program is Dr. David Fletcher. Since his earliest days of ministry, David has been called to serve the local church. For over 30 years, he has served local churches from 1,000 to 8,000 members. An accomplished executive pastor, professor of doctoral ministry and an expert on church management and leadership, David’s focus remains on serving the local church. He has taught at Dallas Seminary, Trinity Divinity School and led the Doctor of Ministry Program at ETS India. His two books are People Patterns and Crisis Leadership.

The Learning Environment
There are five key aspects to our courses. These make it easy and practical to become grounded in the various disciplines of being a church leader.

- **Interaction**: Participate in the live webinars or watch the recorded webinars. *We ask that only enrolled students watch the webinars.*
- **Analysis**: Pertinent topics and discussion will help you analyze ministry. In each course, this will bring direct benefit to your church.
- **Reading**: The assigned reading will enhance your understanding and increase the breadth of knowledge.
- **Location**: You can learn at the office or at home—make your own schedule. As a self-guided course, you can study at your own pace.
- **Assignments**: Each course has practical work that will impact your church. The professor will evaluate each assignment.

Many of the classes have approximately 30 minutes of assigned reading. There are also suggested readings if you desire to utilize them. If you choose to take the class for certification credit, the assignments for the entire course will take 10-20 hours, depending on the grade you contract for.
**Team Study**
This course allows for teams to learn, study and do the assignments together. This can be an excellent method to raise the bar and thinking of a department in your church. Pastors in a multi-site church may desire to create a one-class team. Each person on the team must enroll in the course.

**5 Courses in Ministry Strategy**
The first level of the program had five courses in Operations. This second level has five courses in Ministry Strategy:

- MS 201—Strategy: Ten Big Ideas from Ten Churches
- MS 202—Developing Strategy: Steps for Setting Your Church Strategy
- MS 203—Leadership: Ten Big Ideas from Ten Churches
- MS 204—Leadership Development: Steps for Developing Your Church Leaders
- MS 205—Evaluation: Ways to Analyze Ministry and Leaders

*You are welcome to take one, two or all of the courses and they don’t have to be taken in any specific order.*

**MS 201—Strategy: Ten Big Ideas from Ten Churches**
This course is the first of five courses as we examine Ministry Strategy. The 200 series of courses will begin with ten key strategies of ten churches. MS 201 will begin with the strategy of the lead pastor and then will have classes on the strategy of learning, history and spiritual DNA. There will be two classes on the strategy of demographics where we will look at both church and community demographics. We will also examine exit interviews, styles of learning, church uniqueness and onboarding newcomers. These are ten big ideas from ten churches.

**Class 1—The Strategy of the Lead Pastor**
**Thursday, August 21, 2:00 pm (Pacific Time)**
**Note special day!**
Church strategy always starts with the Lead Pastor. Clear vision leads to clear strategy. Larry Osborne has crafted a unique culture at North Coast Church. He pioneered multiple worship venues on a church campus and then adopted multi-site. This class is an opportunity to interact with Larry’s ministry strategy. Why did he go with multiple teaching voices? Why multiple leaders? How does that work on multi-venue and multi-site? What are some of the hardships and successes in the past that have paved the way for this? What are the main tenets of his vision and how have they worked themselves out in strategy? How high above the details should a leader fly?

**Guest Lecturer—Dr. Larry Osborne**
Larry has served as a Senior Pastor and Teaching Pastor at North Coast Church since 1980. He has helped oversee the growth of the church—from a fledgling group of 128 meeting in a rented school, to a multi-site ministry that reaches over 9,500 in weekend attendance. Larry is a noted author and a nationally recognized trainer of pastors. His books include *Mission Creep, Accidental Pharisees, Innovation’s Dirty Little Secret, Sticky Teams, Sticky Church, Ten Dumb Things Smart Christians Believe,* and *The Unity Factor.*

![Larry Osborne](image)
 Required Reading
Chapters 1 and 2, *Church Unique* by Will Mancini.

Class 2—The Strategy of Learning

**Monday, August 25, 2:00 pm (Pacific Time)**

This class will examine the vision, strategy and practices of learning in a church. What do you want adults to learn? What mechanisms are used, such as adult classes, small groups, missional groups, sermon-based groups? What results do you want to see and want not to see? Obviously, no church sets out to create people with “just Bible facts,” but how does one guard against that? There are various ways to balance learning, doing and discipleship. What are the strengths and pitfalls of various styles? What is the difference between the strategy and how it is really being played out?

**Guest Lecturer—Darrell Owens**

Darrell Owens is the Lead Pastor of Christ the Rock Community Church in Cooper City, Florida. This dynamic church has 3,000 in worship. Darrell acknowledged God’s call to ministry when he was 13 years old and has been in full time ministry for over twenty years. Over those twenty years, his experiences have included ministering to youth in an inner city ministry, being an international trainer for Promise Keepers, and serving alongside two pastors in large congregations. He joined the staff at Christ the Rock in pastoral care in 2006 and accepted the call to become the Lead Pastor in 2008.

Required Reading
Chapters 3 and 4, *Church Unique* by Will Mancini.

Class 3—The Strategy of History

**Thursday, September 4, 2:00 pm (Pacific Time)**

*Note special day!*

Mike Erre inherited tradition at EvFree. It makes Fiddler on the Roof look like a Sunday School picnic. Chuck Swindoll was pastor at EvFree for 23 years and then Dale Burke for 14 years. That’s a strong sense of history and embedded culture. Mike inherited traditions such as staff, boards, elders, worship styles, adult classes, preaching styles, missional outreach, community groups, etc. How has Mike both honored the traditions as well as challenging and “betraying” them? How has tradition worked for him and against him? For example, the church has a high regard for the preaching of the Word but a low coefficient of change.

**Guest Lecturers—Mike Erre and Austin Helm**

Mike Erre is the Lead Pastor of EvFree Fullerton, located in Fullerton, California and is one of the best known of the no-clichés-tolerated voices in today’s church. He has authored five books: *The Jesus of Suburbia, Why Guys Need God, Death By Church, Why the Bible Matters* and *Astonished.*
Austin Helm is the Teaching and Venue Pastor at EvFree Fullerton and being mentored by Mike Erre. His speciality is leading and teaching in a multi-generational, multi-cultural, multi-ethnic local church context. He also speaks at many retreats and conferences across the country, from Orange County, California to New York City.

**Required Reading**
Chapters 5 and 6, *Church Unique* by Will Mancini.

**Recommended Reading**
- *Astonished: Recapturing the Wonder, Awe, and Mystery of Life with God* by Mike Erre.
- *The Jesus of Suburbia: Have We Tamed the Son of God to Fit Our Lifestyle?* by Mike Erre.

**Class 4—The Strategy of Spiritual DNA**
**Monday, September 8, 2:00 pm (Pacific Time)**

Every church has its own unique spiritual DNA. Phil has been an XP in upstate New York and now is in the “Downtown Disney” of Orlando. Talk about different cultures! What is the uniqueness of his past church, Terra Nova, compared with his current church, Mosaic? How do those churches fit into the local demographic and how do they desire to transform it? What was the emerging “feel” of Terra Nova as a church plant—orientation to visitors, regular attenders, their style as a church? How did Phil get to know the church culture of his new church? This can apply to so many areas—prayer, gifts, worship, learning styles, preaching styles, vision of the SP, governance. Working with two Senior Pastors means learning different visions and helping each strategically align that vision to the church. What were the strategic steps? Learn from Phil’s “school of hard knocks” and his seasons of God’s favor in the strategy of spiritual DNA.

**Guest Lecturer—Phil Taylor**
Phil Taylor is the Executive Pastor of Mosaic Church in Orlando, Florida. Phil holds degrees from Cairn University and Dallas Theological Seminary. After several years as a Lead Pastor, Phil realized that he could be more effective for God in the Second Chair role and has spent the last ten years as an Executive Pastor in Acts 29 Network churches. He planted Terra Nova Church in New York with a few friends and watched it grow into a thriving church with two campuses, while he also co-led Acts 29 Network’s Northeast Region. In early 2013, Phil accepted the call to Mosaic Church where he is enjoying the fast-paced, always challenging environment of a large, multi-campus church. He also co-leads Acts 29 Network’s Florida Region.

**Required Reading**
Chapters 7 and 8, *Church Unique* by Will Mancini.

**Recommended Reading**
*Natural Church Development* by Christian Schwarz.
Class 5—The Strategy of Community Demographics
Monday, September 15, 2:00 pm (Pacific Time)

Warren Bird is the lead researcher of Leadership Network and has interviewed hundreds of pastors and churches. This class will examine how to understand one’s community. What does it mean to really get in and study one’s community? How can we do it? What are the various tools, such as zip code analysis, census data, and Wikipedia articles? Once the research is done, how can a pastor use and present this wealth of data? Knowing your community is vital to the implementation of church vision. This information is vital when you want to start a new program (is there really a need?) or launching a new multi-site (do our people live near the new location and are they open to leaving the mother ship?)

Guest Lecturer—Dr. Warren Bird
Warren serves as Director of Research and Intellectual Capital at Leadership Network, a nonprofit that helps innovative Christian leaders increase their impact. He researches cutting-edge churches and works with their leaders to multiply their evangelistic and disciple-making impact. He is widely recognized as the nation’s leading student of megachurches. As @lensweet recently tweeted, “No one knows more about megachurches than @warrenbird.” Warren is co-author of 26 books.

Required Reading
Chapters 9 and 10, Church Unique by Will Mancini.

Recommended Reading

Class 6—The Strategy of Church Demographics
Monday, September 22, 2:00 pm (Pacific Time)

Warren Bird will continue with Church Demographics—how do we get to know our church? What tools are there? What have you used? What church has done this? Knowing whether your church is spiritually mature is vital, but what tools can help discern this? What are the educational levels, occupations and coefficient of change in your congregation? Knowing whether your congregation is a commuter church or a neighborhood church can be discerned through research—and the implications are profound. When you are thinking of hiring a new staff member, this data will help you understand “fit and culture.” If a church is thinking of launching a multi-site venue, solid research on your people and community are needed. This class will explore congregation surveys and learning how to get the pulse of your congregation.

Guest Lecturer—Warren Bird
We welcome Warren back for a second week of speaking on demographics.

Required Reading
Chapters 11 and 12, Church Unique by Will Mancini.
Recommended Reading

- *The Other 80 Percent: Turning Your Church’s Spectators into Active Participants* by Scott Thumma & Warren Bird.
- *Natural Church Development* by Christian Schwarz.

Class 7—The Strategy of Exit Interviews

**Monday, September 29, 2:00 pm (Pacific Time)**

Bill Hendricks has written multiple books, one on exit interviews. What were the lessons learned from the book and his research? What are the ups and downs regarding exit interviews? Many churches have big front doors and even bigger back doors. They constantly have new people but are not growing. In a live discussion, we will explore what pastors have learned from Bill and the exit interview process.

**Guest Lecturer—Bill Hendricks**

Bill is the President of The Giftedness Center, a Dallas-based consulting firm specializing in organizational design and strategic people management. He has also authored and co-authored many books, including, *As Iron Sharpens Iron, The Power of Uniqueness* and, just off the press this summer, *The Person Called You.*

**Required Reading**

Chapters 13 and 14, *Church Unique* by Will Mancini.

**Recommended Reading**


Class 8—The Strategy of Learning

**Monday, October 6, 2:00 pm (Pacific Time)**

This will be a second class on the vision, strategy and practices of learning in a local church. What do you want adults to learn? What mechanisms are used, such as adult classes, small groups, missional groups, sermon-based groups? What results do you want to see and want not to see? Obviously, no church sets out to create people with “just Bible facts,” but how does one guard against that? There are various ways to balance learning, doing and discipleship. What are the strengths and pitfalls of various styles? What is the difference between the strategy and how it is really being played out?

**Guest Lecturer—Dave Brandolini**

Dave is the Executive Pastor of Austin Ridge Bible Church in Austin, Texas. Dave works alongside his Senior Pastor to develop and implement the church’s purpose, vision, and strategy in all of the ministries. He formerly served at a large, multi-site church in northeast Ohio.
Required Reading
Chapters 15, 16 and 17, Church Unique by Will Mancini.

Class 9—The Strategy of Uniqueness
Monday, October 13, 2:00 pm (Pacific Time)
This course has used Will Mancini’s book, Church Unique. It explores many competencies of church leadership: 1) rethinking the nature of clarity in leadership, 2) uncovering your uniqueness, 3) leading from mission, 4) leading from values, 5) developing and leading from strategy, 6) measuring progress on the mission, 7) setting goals (vision), 8) casting vision in the moment, and 9) integrating vision. This discussion with Will Mancini will focus on “developing and leading from strategy.” He will weave into that discussion steps of uncovering uniqueness and measuring the disciple-making progress. Since Will works with various churches every week, he will saturate the class with stories.

Guest Lecturer—Will Mancini
Will Mancini emerged from the trenches of local church leadership to found Auxano, a first-of-kind consulting ministry that focuses on vision clarity. As a “clarity evangelist,” Will has served as vision architect for hundreds of churches across the country. He is the author of Church Unique: How Missional Leaders Cast Vision, Capture Culture and Create Movement, and Building Leaders.

Will Mancini

Required Reading
Chapters 18, 19 and 20, Church Unique by Will Mancini.

Recommended Reading
• Innovating Discipleship: Four Paths to Real Discipleship by Will Mancini.
• Building Leaders: Blueprints for Developing Leadership at Every Level of Your Church by Aubrey Malphurs & Will Mancini.

Class 10—The Strategy of Onboarding Newcomers
Monday, October 20, 2:00 pm (Pacific Time)
The “front door” of every church is important. The front door consists of visitors to your church—whether they are new to your church, new to your community or new to Christ. What are effective strategies of onboarding newcomers? What are some successes and pitfalls? What is the difference between “strategy” and what really happens? How do we measure if one is achieving the goal?

Guest Lecturers—Erin Kerr and Shelly Juskiewicz
Erin Kerr is a pastor at EvFree Fullerton. He left a career in graphic design in Silicon Valley to pursue God’s call to communicate, equip, empower and share Christ as a pastor through the local church. He graduated from North Park Theological Seminary, has served at Mariners Church, Saddleback Church and, most recently, as a church planter in Orange County, California. Erin’s passionate about creatively helping people far from Christ find Him, start following Him in community and develop ways to mature people into living on

Erin Kerr
His mission.

Shelly Juskiewicz has been a part of Mariners Church in Irvine, California, for 24 years. Having been on staff for fourteen years, she has been involved in helping the church grow from 300 to 15,000 people. Shelly helped develop the assimilation ministry, as well as many opportunities to draw people from the community into the church. She is currently the Community Life Pastor and a part of the Irvine Lead Team, overseeing all Adult Ministries, Care & Recovery, and their Discipleship Ministries: Rooted and Life Groups. Shelly has a passion to see churches in North America collaborate to expand the Kingdom of God through discipleship.

Required Reading
Chapter 21, *Church Unique* by Will Mancini.

Assignments

Reading

- Read *Church Unique: How Missional Leaders Cast Vision, Capture Culture, and Create Movement* by Will Mancini. Available from Amazon.
- In books, articles and journals, read 300 pages for a B or 500 pages for an A. This reading does not include the required reading for the course (*Church Unique*).
  - Books are not included in tuition.
  - Select material from the bibliography or read other material (with prior approval of the professor).

Assignments

Pick a minimum of 3 for a B or 5 for an A. Audit students are not required to do the assignments.

1. Talk with your lead pastor about his vision for the church. Walk through any and all vision statements for the church. Then, analyze how your church is implementing that strategy. In two pages, list the things that are well implemented and those things that need work in the next twelve months.
2. We have had two classes on “the strategy of learning.” On half a page, write the strategy of learning for your church. Then, take a page and analyze the pros and cons of its effectiveness. What can be done to improve its effectiveness? When was the last time that the church strategy was analyzed?
3. The strategy of history is vital and often missed. Take two pages and describe the significant milestones in your church, the historical moments. Add into that analysis a description of your embedded culture. What are those pivotal aspects of the past and culture in your church?
4. Write a church profile. This differs from Assignment #3 as that deals with history and embedded culture. A church profile may include a few of the most significant items of history and culture, but will go on to include vision, strategy and community demographics.
5. Do a community study of your local area. What are the aspects of race, gender, marital status, education and economic status? What is the unique feel of your local community? This may be influenced by being a downtown vs. a suburb church, a commuter vs. a neighborhood church, or other data points. Your finished product should give you insights into who is in your community and their “look and feel.”
6. Do a demographic study of your church; you may want to do a zip code analysis. If you do a full survey, then this assignment can count for triple, as that is an enormous task. Either way, use the processes described in Class 6 as a way to gather data. Write up your findings in a 2-page report.

7. Conduct exit interviews for the next two months. Prepare a standard list of questions that can be asked by phone, in person or by email. Determine what kind of information you desire to obtain! Gather a team to work with you on conducting the interviews. Write a two-page report of your major findings. This assignment counts for triple.

8. Write an article on one aspect of what you have learned, 1,000-1,500 words. You can focus on issues in your own church or life, or from another ministry. XPastor might publish your article on the website. This assignment counts double.

9. With permission of the professor, create your own assignment.

Assignments are due 5 months after the class begins. Send assignments to Tami Fletcher, tfletcher@xpastor.org.

Bibliography
Addington, T.J. Live Like You Mean It: The 10 Crucial Questions that will Help You Clarify Your Purpose/Live Intentionally/Make the Most of the Rest of Your Life. NavPress, 2010.


3 Reasons to do Parking Right.” http://www.xpastor.org/ops/new-building/3-reasons-to-do-parking-right


Malloy, Kendra. How to Choose the Right Facility for Your Mobile Church. Troy, MI: Portable Church Industries, 2014. (Portable Church has other e-books at http://www.portablechurch.com/resources/free-resources/)


Mariners Church. Rooted. www.marinerschurch.org/mariners-community-life


Murphy, William Doc. 100 Reasons WHY the Church Should Grow Building Faith for Church Growth. Longview, Texas: The Place International Church, 2014.


Developing a prayer strategy for your church starts with developing a devotion to prayer among the people in your church. Phase 1: Developing Your Strategy.

Consider your overall vision. It should clearly revolve around the idea of regularly calling people to pray. The call to prayer is so much more than a liturgical moment at the top of a worship service. It's the daily responsibility of every believer.

Church-Wide Times of Prayer. For churches to become truly devoted to prayer, then it must penetrate through the leadership into every meeting, activity, and ministry in the church. There must be intentional scheduled times when the corporate body, individual ministries, and small groups will stop and pray specifically and strategically for one another and the issues at hand. Your ministry happens somewhere. Your strategy should intentionally address what you’re doing on your church campus, in a local school, or in whatever location you’re able to connect with students.

Programming. Your strategy is more than just the stuff you do, but it still includes your weekly and occasional programming; make it count.

Partnerships. Progress Reports. Few churches evaluate honestly the effectiveness of their ministry. A healthy youth ministry strategy welcomes hard questions, because healthy leaders are always looking for ways to improve.

Processes. Administration is not a bad word. So what are the Ten Strategies for Finishing Well? I will list them in order of importance from the most important to the least. Also to correct mistakes and past actions that may color our relationship.

Taking time each week for a Sabbath from ministry and life to spend time with God in a concentrated period of time. and letting our physical intimacy be a time of drawing us closer to each other. Maintain a healthy. and family. desires and dreams for herself and our marriage. 1. and tell it to others to keep it fresh in my life. Renew and remember my call into ministry. Thus my list of ten strategies came into existence. This is also doing date nights. This also includes time with my wife.