



### **Asbury Theological Seminary Syllabus**

**DM(PLE) 918A: Seminar Four: Leading Change - One  
2.00 Credit Hours**

**Kentucky Campus/Hybrid**

**2023 Fall Session/Sep 5, 2023 - Dec 15, 2023**

**On Site Meeting Dates:**

**Wed: Sep 13 from 01:00 PM to 05:00 PM**

**Thu: Sep 14 from 08:30 AM to 05:00 PM**

**Fri: Sep 15 from 08:30 AM to 05:00 PM**

**Beeson Center Room # 157**

#### **PROFESSOR INFORMATION**

**Name:** Dr. Thomas Tumblin

**Title:** Professor of Leadership

**Email:** tom.tumblin@asburyseminary.edu

**Office Location:** BC216

**Office Hours:** Wednesday 1:00 p.m. – 3:00 p.m. & By appointment

**Office Phone:** 859-858-2340

#### **COURSE DESCRIPTION**

This course examines biblically-informed principles related to the formation of the leadership skills of vision, mobilization and organizational development. The course is designed to describe and analyze the principles and processes of organizational development with a focus on use of various resources in accomplishing the organization's

vision and mission. Taking this assumption as an imperative, participants are challenged to confront those obstacles in self, supervision, situation, system, strategy and society that may be poised to work against the realization of that ideal. The focus (texts, conversations, learning and experiences), therefore, is on those life-long priorities and practices that sustain missional leadership lifestyles and contributions. Special emphasis is given to understanding the leader's role as a change agent and manager of organizational change.

## PROGRAM LEARNING OUTCOMES

By the time students complete Asbury's D.Min. program, they will be able to:

### **PLO 1:**

Practice Christian dispositions and habits in community for faithful living.

- D.Min. cohorts are immersed in community-based formation around the priorities of scripture, tradition, reason, and experience.

### **PLO 2:**

Integrate leadership vision, ethic, and practice contextualized to their ministry setting.

- By methodically analyzing a specific ministry issue, D.Min. students contribute to the understanding of the practice of ministry.

### **PLO 3:**

Reflect biblically, theologically, and culturally as a lifelong learner and leader in ministry.

- Students deepen their capacities for biblical, theological, and cultural exegesis as foundations for 21<sup>st</sup> century ministry around the world.

## REQUIRED STUDENT LEARNING OUTCOMES

By the end of DM(PLE)918A, students will have a *beginning to developing* ability to:

1. Evaluate ministry organizations based on sustainability in the mission to which they are called. (PLO #1)
2. Estimate current capacities and strategies required for the faithful mobilization of staff, volunteers and community in achieving organizational goals. (PLO #2)
3. Apply current organizational research resources to the problems/processes of ministry organizations to their own current mental models. (PLO #3)
4. Translate insights from organizational, situational and cultural analysis and diagnosis into ministry resources. (PLO #3)

## ADDITIONAL STUDENT LEARNING OUTCOMES

N/A

## COURSE INTRODUCTION



Welcome to Leading Change! The information below provides an introduction to your faculty.

**Thomas F. Tumblin, Ph.D.** Dr. Tumblin served 10 years in ministry at Ginghamburg United Methodist Church (Tipp City, Ohio) before joining the Asbury Theological Seminary faculty in 1999. He now serves as Associate Provost for Global Initiatives & Academic Affairs and Professor of Leadership at Asbury Seminary. He serves widely as a consultant to local congregations and as a leader in the academy.

## REQUIRED TEXTBOOKS

Branson, Mark Lau and Juan F. Martinez. *Churches, Cultures and Leadership: A Practical Theology of Congregations and Ethnicities*. IVP Academic, 2011. (275 pages)

\$19.73 Paperback, ISBN: 978-0830839261

\$17.00 Kindle, ASIN: B005JWJA8C

Cameron, Kim S. and Robert E. Quinn. *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*, 3<sup>rd</sup> ed. Jossey-Bass, 2011. (288 pages)

\$40.49 Paperback, ISBN: 978-0470650264

\$36.79 Kindle, ASIN: B004OC015Y

Fletcher, Michael. *Empowering Leadership: How a Leadership Development Culture Builds Better Leaders Faster*. Thomas Nelson: 2018. (224 pages)

\$13.99 Paperback, ISBN: 978-0718093761

\$9.99 Kindle, ASIN: B01MRJITZB

Heath, Dan. *Upstream: The Quest to Solve Problems Before They Happen*. Avid Reader Press/Simon & Schuster, 2020. (320 pages)

\$19.33 Hardcover, ISBN: 978-1982134723

\$14.99 Kindle, ASIN: B07THBM1M6

Kegan, Robert and Lisa Laskow Lahey. *Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization*. Harvard Business Review Press, 2009. (340 pages)

\$18.89 Hardcover, ISBN: 978-1422117361

\$17.95 Kindle, ASIN: B004OEILH2

McConnell, Douglas. *Cultural Insights for Christian Leaders: New Directions for Organizations Serving God's Mission*. Baker Academic: 2018. (224 pages)

\$15.00 Paperback, ISBN: 978-0801099656

\$12.99 Kindle, ASIN: B07933CWVM

Sinek, Simon. *The Infinite Game*. Portfolio, 2019. (272 pages)

\$19.33 Hardcover, ISBN: 978-0735213500

\$14.99 Kindle, ASIN: B079DWSYYB

Van Gelder, Craig, ed. *The Missional Church and Leadership Formation: Helping Congregations Develop Leadership Capacity*. Eerdmans, 2009. (248 pages)

\$20.33 Paperback, ISBN: 978-0802864932

\$9.99 Kindle, ASIN: B004BR2HPE

Total pages: 2,191

## REQUIRED RESOURCES

There will also be chapters for you to read in your Canvas classroom. The following chapters come from Gallos, Joan V., ed. *Organization Development: A Jossey-Bass Reader*. John Wiley & Sons, 2006. 158 pages. (Provided within fair use copyright guidelines.)

- “Theories and Practices of Organizational Development” by John R. Austin and Jean M. Bartunek
- “The OD Core”; “Kurt Lewin and the Planned Approach to Change: A Reappraisal” by Bernard Burnes
- “Effective Intervention Activity” by Chris Argyris

- “Action Learning and Action Science: Are They Different?” by Joseph A. Raelin
- “Toward a Theory of Positive Organizational Change” by David L. Cooperrider and Leslie E. Sekerka
- “Leading Change: Why Transformation Efforts Fail” by John P. Kotter
- “The Congruence Model of Change” by David A. Nadler

## RECOMMENDED TEXTBOOKS

N/A

## RECOMMENDED RESOURCES

N/A

## ASSIGNMENTS AND RUBRICS OR EVALUATION CRITERIA

To successfully complete this class, students must satisfactorily complete and submit all assignments on time and actively participate and contribute to the learning community.

### 1. Course Participation (20 points)

Due Date: September 15, 2023

Points/Percentage: 20

Learning Outcome: 2

Demonstrate consistent engagement with your peers online as prompted as well as on your partner's paper. Your partner will evaluate the quality and promptness of your feedback.

### 2. Organizational and Personal Scan (80 points)

Due Date: November 15, 2023

Points/Percentage: 80

Learning Outcome: 1, 2, 3, 4

Write a 10 – 12 page, double-spaced paper to describe your context. Part One of the paper will summarize the demographics, psychographics, culture and subcultures of your context. Part Two will overview your church or parachurch ministry by describing the structure, capacities and leadership development patterns in the organization. Part Three will identify two to three critical areas in your organization that you believe need to change to meet the opportunities and challenges of your situation. Part Four will be a reflection on your personal change map. Where are you interacting with the context?

Where do you find yourself “hitting the ceiling?” Watch the change map video prior to writing this section. Think in terms of three to five pages for your reflection.

Demonstrate use of as many of the course texts as are applicable. Citations are important. Integrating ten or more outside sources (from prior courses or conferences, for example) makes the paper much stronger and are expected.

You will send your paper to a partner in the course for their review and comments by August 1. They are to have their insights to you by TBD.

Assignments				
Assignment Description	SLO	Method of Assessment	Value /Due Date	Evaluator
<b>Assignment #1:</b> Course Participation	#2	Peer engagement	20%  Due Date: 9/15/2023.	Faculty
<b>Assignment #2:</b> Organizational and Personal Scan Paper	#1,2, 3,4	Analysis of Self and Context Paper (10-12 pages)  Use all texts.	80%  Due Date: 11/15/2023.  Upload to online classroom.	Faculty

#### COURSE SCHEDULE

N/A

#### ADDITIONAL ASSIGNMENT GUIDELINES

See next pages.

<b>Student Learning Outcomes</b>	<b>Method of Assessment</b>	<b>Exemplary=4</b>	<b>Accomplished=3</b>	<b>Developing=2</b>	<b>Beginning=1</b>	<b>Evaluator</b>
<b>SLO #1:</b> Evaluate ministry organizations based on sustainability in the mission to which they are called.	Organizational and Personal Scan Paper	<i>Evaluates, at an exemplary level, ministry organizations based on sustainability in the mission to which they are called.</i>	<i>Evaluates, at an accomplished level, ministry organizations based on sustainability in the mission to which they are called.</i>	<i>Evaluates, at a developing level, ministry organizations based on sustainability in the mission to which they are called.</i>	<i>Evaluates, at a beginning level, ministry organizations based on sustainability in the mission to which they are called.</i>	Faculty
<b>SLO #2:</b> Estimate current capacities and strategies required for the faithful mobilization of staff, volunteers and community in achieving organizational goals.	Course Participation	<i>Estimates, at an exemplary level, current capacities and strategies required for the faithful mobilization of staff, volunteers and community in achieving organizational goals.</i>	<i>Estimates, at an accomplished level, current capacities and strategies required for the faithful mobilization of staff, volunteers and community in achieving organizational goals.</i>	<i>Estimates, at a developing level, current capacities and strategies required for the faithful mobilization of staff, volunteers and community in achieving organizational goals.</i>	<i>Estimates, at a beginning level, current capacities and strategies required for the faithful mobilization of staff, volunteers and community in achieving organizational goals.</i>	Faculty

**Attendance/Participation:** To progress satisfactorily and achieve learning outcomes in this class, students must meet the course requirements. Students are responsible for notifying instructors of the reason for any absences as soon as possible and are accountable for all assignments. Makeup quizzes or exams are generally not permitted unless previously arranged with the instructor. Each faculty member will provide a written attendance policy for each class and also go over that policy on the first day of class for the course. Refer to the ATS Student Handbook for additional information regarding attendance policies and excused absences.

**Late Assignments:** Any assignment submitted after the due date and time will be reduced two numerical points for every day late. For example, two days late would reduce the grade from a 90 to an 86, unless the student talks to the professor ahead of

time and receives permission to turn in the assignment late, based upon a legitimate excuse (such as illness).

**Format of Papers:** Students must use MLA academic style for completing papers; this is also the required style for your dissertation.

#### INCOMPLETE WORK POLICY

**Incomplete Work:** “A grade of ‘I’ denotes that course work has not been completed due to an unavoidable emergency. Delinquency or attending to church work or other employment does not constitute an unavoidable emergency. Without an approved ‘I,’ a letter grade will be recorded based on grades received for completed work and an ‘F’ grade assigned to incomplete work” (ATS 2015-16 Student Handbook, page 67).

Letter	Lowest	Highest
A	94.00%	100.00%
A-	90.00%	93.99%
B+	87.00%	89.99%
B	84.00%	86.99%
B-	80.00%	83.99%
C+	77.00%	79.99%
C	74.00%	76.99%
C-	70.00%	73.99%
D+	67.00%	69.99%
D	64.00%	66.99%
D-	60.00%	63.99%
F	0.00%	59.99%

The unit of credit is a semester hour, which is defined as one hour of classroom work per week for one semester, or its equivalent. The 4.00 point system is used to compute grade point standing. The grading system is:

GRADE	EVALUATION CRITERIA
A	Exceptional work: surpassing outstanding achievement of course objectives



B	Good work: strong, significant achievement of course objectives
C	Acceptable work: basic, essential achievement of course objectives
D	Marginal work: inadequate, minimal achievement of course objectives
F	Unacceptable work: failure to achieve course objectives

## GRADING

Assignment	Weight/Point Value
Organizational and Personal Scan Paper	80
Course Participation	20
	<b>Total: 100</b>

## CANVAS (LEARNING MANAGEMENT SYSTEM)

### Canvas Access

Canvas is the learning management system used for Asbury seminary classes. Log into <http://connect.asburyseminary.edu> and click on the **flashing cube** (upper right corner) to access a link to the Canvas website. Once you have logged in, it is recommended that you bookmark this page for easy access. The courses that you are enrolled in should appear as “course cards” on your Dashboard. You may navigate to your desired course here. If you do not see your course, or there is nothing in your course, please contact your professor.

### Online Course Expectations

Online courses offer students an opportunity for substantive interactions with instructors on a predictable and consistent basis. Examples of instructor interaction include:

- Instructor engagement during threaded discussions
- Instructor feedback via a rubric associated with an assignment
- General course announcements posted by the instructor
- Other direct communication with an individual student about course material or student performance within the course

Many instructors are not online on Sundays in order to honor a Sabbath day of rest.

Online course success is based upon a student’s substantive and frequent engagement in online assignments such as threaded discussions, online presentations, or group assignments. The assignment descriptions will outline the frequency and type of interactions that are required of students. Assignment descriptions will be located either

in the syllabus or within the Canvas Course. Instructors will provide feedback to students' about students' level of engagement as denoted in the syllabus.

## COURSE EVALUATIONS

Course evaluations are a vital part of Asbury Seminary's efforts to achieve excellence in the classroom. At the end of the semester, you will receive an email with information and directions for completing course evaluations. Your responses are completely anonymous, and your participation is greatly appreciated. If you have questions or encounter problems accessing the evaluations, contact the Help Desk at [helpdesk@asburyseminary.edu](mailto:helpdesk@asburyseminary.edu) or by phone at 859.858.2100 or toll-free at 800.2ASBURY.

## TECHNOLOGY REQUIREMENTS & SUPPORT

To take an online or hybrid class, you should be comfortable using e-mail, web browsers, word-processing software and be able to download files and create attachments. You will need the following in order to participate online:

- A computer with a current and up-to-date operating system
- Reliable, high-speed internet
- Word processing software
- A webcam (built-in or external) for video conferences, as needed
- A headset with microphone (preferable)

Contact the Help Desk for technical assistance accessing the online class, using electronic resources, or with other technical issues related to Asbury Seminary coursework.

- Email: [helpdesk@asburyseminary.edu](mailto:helpdesk@asburyseminary.edu)
- Phone: 859.858.2100 or 800.2ASBURY (toll free)

## LIBRARY RESOURCES

Library resources, research support, and library loan are available via:

- Website: [asbury.to/library](http://asbury.to/library)
- Email: [helpdesk@asburyseminary.edu](mailto:helpdesk@asburyseminary.edu)
- Phone: 859.858.2100 or 800.2ASBURY (toll free)

### Materials Requests

Use the links on the library website to search the library catalog for available materials. Students on the Kentucky or Florida campuses can use their student ID cards to check out materials in person. Books can be returned or mailed to the library at either the Kentucky or Florida campus.

Students may request books, photocopies, or emailed attachments of journal articles or portions of reference books from the library. Allow 3-10 business days for requests to be filled. Contact the library for costs and instructions on how to make requests, or view the online tutorial at [guides.asburyseminary.edu/libraryloan](http://guides.asburyseminary.edu/libraryloan).

### **Online Resources**

- Asbury Scholar – Find library books, ebooks, journal articles, and other media at [asbury.to/library](http://asbury.to/library).
- Databases – Access links to online resources including the library catalog, online journal databases, encyclopedias, and more at [guides.asburyseminary.edu/az.php](http://guides.asburyseminary.edu/az.php).

### **Research Assistance**

Students should contact Research Services in the library for research assistance. Help is available for general research questions, including how to find course materials online or navigate library resources. Training for supported Bible software or bibliographic management software is also available. Appointments can be made via:

- Website: [asbury.to/library](http://asbury.to/library)
- Email: [helpdesk@asburyseminary.edu](mailto:helpdesk@asburyseminary.edu)
- Phone: 859.858.2100 or 800.2ASBURY (toll free)

### **The Writing Center**

- The goal of the Writing Center is to help students improve their graduate-level writing. Assistance is available both online and on the Kentucky campus to help with various aspects of the writing process, including structure and organization, grammar, punctuation, and citation formatting. Appointments can be made by contacting the library via:
  - Website: [asbury.to/writingcenter](http://asbury.to/writingcenter)
  - Email: [helpdesk@asburyseminary.edu](mailto:helpdesk@asburyseminary.edu)
  - Phone: 859.858.2100 or 800.2ASBURY (toll free)
- Students can sign up for 30-minute sessions on the library website at [asbury.to/library](http://asbury.to/library).

## **POLICIES**

Each student is responsible for being familiar with seminary policies. Asbury Seminary reserves the right to change policies when necessary. Below are brief descriptions of a few seminary policies. For more detailed information regarding school policies, please refer to the ATS Student Handbook at [asburyseminary.edu/students/student-services/student-handbook/](http://asburyseminary.edu/students/student-services/student-handbook/)

### **Disability Accommodations**

Asbury Theological Seminary provides reasonable accommodation on an individualized basis for qualified students with disabilities. Students are required to provide documentation of a disability prior to receiving classroom accommodations. Since accommodations may require early planning before or at the start of the term and are generally not provided retroactively, students need to contact an Accommodations Officer as soon as possible. If you are a student with a disability and believe you require reasonable accommodations in this class, you will need to make an appointment with an Accommodations Officer in the Office of the Registrar on the Kentucky campus or in the Enrollment Management Office on the Florida campus. Students attending the Tennessee site should contact the Kentucky Registrar.

### **Academic Integrity**

Academic integrity is expected of every student. Plagiarism, that is, “presenting ... another’s ideas or writings as one’s own,” is considered a serious violation of integrity and is unacceptable. Detailed information, including the penalty for plagiarizing, is in the Student Handbook. For additional information about plagiarism, go to [plagiarism.org](http://plagiarism.org).

In this course we may utilize Unicheck, an automated system that compares students’ assignments with websites as well as a database of previously submitted student work. After the assignment is processed, instructors receive a report from [unicheck.com](http://unicheck.com) (through SpeedGrader™) that states if and how another person’s work was used in the assignment. For more information, see [www.unicheck.com](http://www.unicheck.com). If you have questions about academic honesty, please contact the library at [helpdesk@asburyseminary.edu](mailto:helpdesk@asburyseminary.edu).

### **Copyright Information**

The copyright law of the United States (title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Under certain conditions specified in the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specific conditions is that the photocopy or reproduction is not to be “used for any purpose other than private study, scholarship, or research.” If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of “fair use,” that user may be liable for copyright infringement. This institution reserves the right to refuse to accept a copying order if, in its judgment, fulfillment of the order would involve violation of copyright law.

By using online media resources, students are consenting to abide by this copyright policy. Any duplication, reproduction, or modification of this material without express written consent from Asbury Theological Seminary and/or the original publisher is strictly prohibited.

## **ZOOM**

Courses may use Zoom for synchronous online instruction. These sessions may be recorded by the professor and posted into the Canvas classroom. The recorded sessions

will not be downloadable, and will not be used by the professor in future classes unless there is documented permission from all of the students in the recording. Chat rooms in a Zoom call are recorded and discretion should be exercised when using the chat feature, including in private rooms.

Video recordings may be considered educational records under the Family Education Rights & Privacy Act (FERPA) and will be protected as such by the Seminary. Zoom collects only minimal client information and ensures that information is kept secure (<https://zoom.us/docs/doc/FERPA%20Guide.pdf>).

Requests for accessibility accommodations related to Zoom will be dealt with on a case-by-case basis as described above under Disability Accommodations.

## APPENDIX

N/A