

SPIRITUAL FORMATION AND LEADERSHIP

Spiritual Formation and Leadership programs prepare students for the work of ministry within a liberal arts educational environment committed to Christian spiritual formation, scholarship, research, ministry, and leadership development. Each of our programs and certificates emphasizes living out Christ's mission: proclaiming and demonstrating the gospel and serving the Church in a changing world.

At the undergraduate level, we offer the B.A. in Christian Formation and Ministry as both a major and a minor.

At the graduate level, our focus takes a much more praxis (academic reflection and research on ministry practice) approach in educating students for M.A.s in Higher Education and Student Development (HESD), Leadership (LEAD), and Outdoor and Adventure Leadership (OAL).

The Organizational Leadership Graduate Certificate is also offered.

For graduate students, the Wheaton College Billy Graham Center offers special scholarships to international students, furloughing international workers and candidates who are committed to overseas service under an established agency, and those who are committed to service in urban settings.

Residential and Flexible Formats

Most Spiritual Formation and Leadership graduate programs are designed for students to be able to earn their master's degree while empowering them to remain in their current location. These graduate programs are designed to stretch the students' thinking while enabling them to continue to serve in their current business or ministry.

The various programs listed above have different flexible options and students will need to check the requirements for each one of them for the specifics related to that degree program. However, the graduate programs in Spiritual Formation and Leadership offer this flexible option by scheduling courses in various formats: on-campus, modular, online, and hybrid. This enables students to take these programs of study on a full-time or part-time basis.

Partnerships and Cohorts

Spiritual Formation and Leadership has partnered with various ministries and organizations, who share our vision and ethos, to enable students to pursue a master's degree and thus fulfill the mission of their ministry or organization. These partnerships permit students to study at their own pace (self-paced) or work with their co-workers as a cohort to earn a specific graduate degree.

In the cohort model, a group of students study together throughout the program, taking all their courses together. The goal of the cohort is for each student to build lasting relationships within a learning community.

Faculty

Assistant Dean, Associate Professor of Ministry and Evangelism, Junias Venugopal

Assistant Professor of Higher Education and Student Development, Olga Dietlin

Chair, Department of Christian Formation and Ministry; Associate Lecturer of Christian Formation and Ministry, Dan Haase

Assistant Professor of Outdoor and Adventure Leadership, Muhia Karianjahi

Associate Professor of Christian Formation and Ministry, Barrett McRay
Executive Director of HoneyRock; Assistant Professor of Outdoor and Adventure Leadership, Rob Ribbe

Price-LeBar Professor of Christian Formation and Ministry, David Setran
Christian Formation and Ministry Internship Coordinator & Guest Instructor, Sherri Shackel

Professors Emeriti, Scottie May, Tom Schwanda, Jim Wilhoit

Admissions

Deadlines and requirements will vary depending on degree and program.

See Graduate Admissions (<https://catalog.wheaton.edu/graduate/graduate-admissions/>) in the catalog for additional information or go to Wheaton College Graduate School Admissions (<https://www.wheaton.edu/graduate-school/admissions/>):

Wheaton College Graduate School
Graduate Admissions
Toll free: 800.888.0141 or 630.752.5195

<https://www.wheaton.edu/graduate-school/admissions> (<https://www.wheaton.edu/graduate-school/admissions/>)

Programs

- Christian Formation and Ministry, M.A. (<https://catalog.wheaton.edu/graduate/litfin-divinity-school/spiritual-formation-and-leadership/christian-formation-ministry-ma/>)
- Higher Education and Student Development, M.A. (<https://catalog.wheaton.edu/graduate/litfin-divinity-school/spiritual-formation-and-leadership/higher-education-and-student-development-ma/>)
- Leadership, M.A. (<https://catalog.wheaton.edu/graduate/litfin-divinity-school/spiritual-formation-and-leadership/leadership-ma/>)
- Outdoor and Adventure Leadership, M.A. (<https://catalog.wheaton.edu/graduate/litfin-divinity-school/spiritual-formation-and-leadership/outdoor-and-adventure-leadership-ma/>)
- Organizational Leadership Certificate (<https://catalog.wheaton.edu/graduate/litfin-divinity-school/spiritual-formation-and-leadership/organizational-leadership-certificate/>)

Courses

Christian Formation and Ministry Courses

CFM 513. History and Philosophy of Ministry. (4 Credits)

Helps students become more informed and effective ministers through the analysis of ministry and educational philosophies that have guided the church throughout its history. Provides a framework within which to formulate a biblically and historically informed philosophy of ministry.

CFM 516. Teaching for Transformation. (4 Credits)

Promotes Christian growth through educational planning and evaluation. Methods of teaching, curriculum design, and character of the teacher are considered.

CFM 517. Developmental Theory and Spiritual Formation. (2 Credits)

An introduction to biblical, historical, and theological understandings of the nature of persons and the integration of relevant psychological and sociological understandings of human development. In addition, students will be encouraged to consider the application of these foundations to the contemporary work of Christian formation and ministry.

CFM 518. Research Methods for Ministry. (2 Credits)

An introduction to the theory and practice of research methodologies as they relate to Christian formation and ministry.

CFM 521. Personal Spiritual Formation. (2 Credits)

An introduction to personal spiritual formation, including spiritual health and the practice of spiritual disciplines. Includes an off-site weekend retreat.

CFM 522. History and Traditions of Spiritual Formation. (2 Credits)

This course traces some of the dominant themes of Christian spirituality. Through biblical, theological, and historical study, we will examine how various individuals and movements have experienced and sought to nurture their relationship with the Triune God. Particular attention is paid to developing the skills of discernment for reading these primary sources.

CFM 523. Ministry Leadership and Organization. (4 Credits)

Introduction to issues of ministry leadership, including organizational theory, ethics, conflict management, and personal concerns for integrity and spiritual health.

CFM 525. Camp Ministry in Global Context. (4 Credits)

This course explores the theory and practice of doing ministry in diverse cultural contexts in the United States and globally. Students cultivate active cultural sensitivity through tools that include taking an inventory, conducting an ethnographic study, and partnering with a Christian camp ministry from a different geo-cultural context.

CFM 532. Discipleship. (2 Credits)

This course examines the biblical and historical models and principles for the life-long process of making disciples in a changing culture. Built on the foundation of spiritual formation and mentoring, students will be challenged to grow as disciples so that they might also equip and encourage others to grow in following Jesus.

CFM 533. Prayer. (2 Credits)

Provides a theory-based examination of prayer, especially within the historic evangelical faith.

CFM 535. Advanced Curriculum Development for Ministry. (2 Credits)

This course focuses on advanced curriculum design and development for ministry purposes, and the roles of learning environments and experiences in facilitating spiritual growth. Includes practical components integral to these issues.

CFM 545. Student Development Leadership and Organization. (4 Credits)

An introduction and overview of the administration and organization of College Student Affairs with an emphasis on its historical and philosophical foundations, its basic documents and leadership strategies and issues. Staff selection, training, supervision, policy development, and program implementation and evaluation are addressed.

CFM 547. Philosophy of Ministry. (2 Credits)

This course helps students become more informed and effective ministers through the analysis of key ministry and educational philosophies. Provides a framework within which to formulate a biblically, theologically, and philosophically informed philosophy of ministry.

CFM 612. Ministry with Children and Families. (4 Credits)

This course examines the nature of family relationships and the spirituality of children in light of biblical, theological, and developmental perspectives. The course is intended to equip ministry students to understand these dynamics in their own families, in the families of those to whom they minister, and the impact of these on their ability to be effective ministers. The course also includes a consideration of church as the family of God.

CFM 613. Ministry with Children and Families. (2 Credits)

This course examines the nature of family relationships and the spirituality of children in light of biblical, theological, and developmental perspectives. The course is intended to equip ministry students to understand these dynamics in their own families, in the families of those to whom they minister, and the impact of these on their ability to be effective ministers. The course also includes a consideration of church as the family of God. Course is offered occasionally.

CFM 631. Youth Ministry. (4 Credits)

Introduces students to biblical foundations, developmental and socio-cultural theories and research, historical and contemporary practice, and philosophy of youth ministry.

CFM 651. Adult Ministries. (2 Credits)

Examines the principles and methods of adult ministry in the church with particular attention given to non-formal education. Explores the nature of defining, developing, and evaluating educational experiences in non-formal settings with an eye for their unique ministry contributions.

CFM 683. Integrative Seminar. (0 Credits)

Integrates the various courses of the CFM program into a unified whole. The Integrative Seminar fosters reflection on the academic, spiritual, and practical aspects of the degree while also assisting in plans for future growth and development in these areas. Includes a summative case study evaluation. Prerequisite: All CFM core courses must be completed or in process.

CFM 691. Concentration Mentoring Group. (0 Credits)

Within each concentration of the CFM masters program, students will meet in a small mentoring group to discuss their academic progress, spiritual formation, and development of practical ministry skills. Taken every semester, repeatable.

CFM 692. Creative Project. (2 Credits)

Prerequisite: Department approval of student's Final Project proposal.

CFM 693. Ministry Practicum. (0 Credits)

Provides students the opportunity to participate in a ministry context, integrating the theories learned in the classroom with the practices of ministry. Includes a summative assignment in which students consider the links between ministry principles, personal formation, and practical skills.

CFM 694. Current Issues in Christian Formation and Ministry. (2 or 4 Credits)

Provides opportunity for advanced students to study collectively some topic or concept in greater depth, or to explore a specialized topic and its relationship to an understanding and practice of Christian Formation and Ministry. Topics will vary and will be determined by department faculty members.

CFM 695. Independent Study. (1 to 4 Credits)

Focuses on field or library research according to individual interests and competencies in Christian Formation and Ministry.

CFM 696. Internship. (2 to 4 Credits)

Provides advanced students the opportunity to have a better understanding of ministry theory and practice by working and studying alongside a competent, authorized professional in Christian ministry. Includes a summative paper or reflection and analysis of the learning that occurred and its significance for future ministry (due after the internship). Prerequisite: Internship application approval.

CFM 698. Applied Thesis/Thesis. (2 Credits)

Prerequisite: Dept. approval of student's Final Project Proposal.

CFM 699. Final Project Continuation. (0 Credits)

Higher Education and Student Development Courses

HESD 512. Bible in Ministry. (2 Credits)

This course acquaints students with the formative nature and power of Scripture. It explores the principles and practices of using Scripture in ministry through reading, study, devotion, and meditation in personal, small groups and teaching, and related ministries of the church.

HESD 514. Ministry in Culture. (4 Credits)

Explores foundational cultural issues from a Christian, socio-cultural perspective. Provides opportunities for students to cultivate theory and practice of ministry in the multicultural American society, as well as the Church around the world.

HESD 518. Research Methods. (2 Credits)

The course provides an overview of research and assessment methodologies. It intends to develop the students' ability to design, conduct, critique, and utilize research as an integral part of informed, reflective practice in higher education. All students in the course will propose and complete a research project in an area of student development.

HESD 521. Personal Spiritual Formation. (2 Credits)

An introduction to personal spiritual formation, including spiritual health and the practice of spiritual disciplines. Includes an off-site weekend retreat.

HESD 534. Care and Counsel in Ministry. (4 Credits)

An introduction to the basic concepts and skills involved in care and counsel within ministry contexts including an overview of the historic ministry of soul care, biblical foundations for care in ministry, major categories of human suffering, critical issues related to care in college and university contexts (e.g. Title IX) and rudimentary person-to-person helping skills. This course is designed to enable those in student development to help students understand and deal with contemporary issues-e.g., divorce, grief, suicide, conflict, etc.

HESD 546. Holistic Growth in College: An Integrated Approach. (2 Credits)

This course offers an overview of the various theories that explain college student development. The course focuses on higher education professionals' role in developing students by creating learning opportunities beyond the classroom, in all facets of the college experience. It also emphasizes the biblical view of learning as the pursuit of wisdom and its implications for student affairs work.

HESD 547. Philosophy of Ministry. (2 Credits)

This course helps students become more informed and effective ministers through the analysis of key ministry and educational philosophies. Provides a framework within which to formulate a biblically, theologically, and philosophically informed philosophy of ministry.

HESD 548. Law, Ethics, and Leadership in Higher Education. (4 Credits)

This course will focus on the character, organizational, and legal knowledge needed to lead effectively in higher education. Students will develop an understanding of ethical decision making and its application to relevant student life cases.

HESD 549. Theology and Philosophy of Ministry. (2 Credits)

This course focuses on the integration of the biblical, theological, philosophical, and practical aspects of relational ministry. Analyzing biblical principles and models of Christian discipleship, it helps students develop a comprehensive ministry philosophy that includes a theologically-informed worldview, aims for growing disciples, and methods that are consistent with Christian convictions. It encourages students to assess their personal life, calling, and vocational direction in light of these key ministry functions.

HESD 575. Conflict and Mediation. (4 Credits)

This course is designed to build a foundational understanding of the mediation process while simultaneously developing critical dispute resolution skills (active listening, problem solving, managing emotionally charged situations, and mediating disputes). Students will also reflect on how these conflict mediation methods align with their higher education roles and a biblical vision of conflict reconciliation.

HESD 595. Higher Education: Past, Present, and Future. (4 Credits)

Within a broader overview of higher education, the course presents the history, philosophy, and values of higher education and its role in educating the whole student. The course highlights the changing nature of the college student experience and the approaches to student support in the US and internationally. It examines current issues and new realities likely to shape the future of higher education.

HESD 602. Research and Reflective Practice. (4 Credits)

The course provides an overview of research and assessment methodologies. It intends to develop the students' ability to design, conduct, critique, and utilize research as an integral part of informed, reflective practice in higher education. All students in the course will propose and complete a research project in an area of student development.

HESD 608. Well-Being in Young Adults. (2 Credits)

This course introduces basic counseling knowledge and helping skills, which complement the educational and developmental aspects of student affairs work and help practitioners be more effective in their service. The course reinforces the collaborative role higher education professionals have in helping students develop holistically. Further, it addresses both higher education staff and students' well-being, including topics of self-care, resilience, and flourishing.

HESD 614. Diversity and Student Development: Building Communities of Shalom. (2 Credits)

This course elaborates on the awareness, knowledge, and skills higher education professionals need to create a climate of hospitality and belonging and enact policies and practices that are just, representative of, and responsive to the needs of all community members. It emphasizes student development staff's role in fostering kingdom diversity and unity by serving, developing, and discipling students of all backgrounds. Prerequisite: Newly proposed MML Common Ethos course 5XX: Cultural Engagement.

HESD 634. Well-Being in Higher Education. (4 Credits)

This course introduces basic counseling knowledge and helping skills, which complement the educational and developmental aspects of student affairs work and help practitioners be more effective in their service. The course reinforces the collaborative role higher education professionals have in helping students develop holistically. Further, it addresses both higher education staff and students' well-being, including topics of self-care, resilience, and flourishing.

HESD 636. Leadership in Higher Education. (2 Credits)

This course focuses on the knowledge, skills, and dispositions necessary to lead diverse and multigenerational teams in higher education. Students review leadership and management theories, models, and lessons, evaluating them from a Biblical perspective and developing a personal philosophy of leadership. The course connects theory to practice through interviews with higher education leaders and case examples from the field.

HESD 639. Legal Issues in Higher Education. (2 Credits)

This course will provide an overview of the key legal issues affecting higher education and student affairs. Students will examine institutional decision making, policies, and practices through the lenses of legal compliance, mission integrity, fairness, and equity. Additionally, they will practice identifying legal challenges and proactive solutions to address them.

HESD 641. Emerging Adult Development. (4 Credits)

The course explores the developmental and cultural dynamics of the young adult years, including cognitive, moral, and faith development, values, psychosocial changes, and the role of higher education in supporting holistic growth. The course introduces the philosophy of emerging adult discipleship and its applications for identity development, character education, worldview construction, and spiritual formation.

HESD 692. Creative Project. (2 Credits)

Prerequisite: Department approval of student's Final Project proposal.

HESD 695. Independent Study. (1 to 4 Credits)

Guided reading and/or research in an area of specialization within the field of Higher Education and Student Development.

HESD 696. Professional Practice and Portfolio: Capstone. (2 Credits)

This capstone course helps students refine their vocational direction, enhance their competencies, and launch their professional journey. It directly connects theory with professional practice through a 150-hour practicum in an approved higher education setting under supervision. The course supports students in completing their professional portfolio, which exhibits evidence of their growth experienced throughout the program of study.

HESD 697. Research Project. (2 Credits)

Extending the quantitative analysis research completed in HESD 518, Research Methods, students will complete a research project, examining the literature that is aligned with the variables identified in the Research Methods class, culminating in a significant, final paper required for the Masters Degree in Higher Education and Student Development.

HESD 698. Applied Thesis. (2 Credits)

Prerequisite: Department approval of student's thesis proposal.

HESD 699. Final Project Continuation. (0 Credits)

Prerequisites: HESD 692 or HESD 698.

Leadership Courses

LEAD 503. Cultural Engagement. (2 Credits)

This course introduces students to concepts of culture and social dynamics as they relate to various race, ethnicity, gender and other complex cultural issues. Students will be equipped to work and serve with and among diverse people in various contexts. Cross-listed with OAL 503.

LEAD 512. Leadership and Spiritual Formation. (4 Credits)

This course provides a theological and theoretical overview of the role of leader with people and in organizations with a particular focus on self-leadership. All leadership starts with the health, character and competence of a leader and, as a result, this foundational course focuses on fostering the spiritual maturity and long-term faithfulness of those called to shepherd and lead in the church and in the world. Cross-listed with OAL 512.

LEAD 555. Leadership Concepts & Theories. (2 Credits)

Provides a foundation for understanding macro, mezzo, and micro levels of leadership. Includes a theological grounding of leadership and an overview of key leader and leadership theories and models that span different contexts and cultures. Students will assess their own competency at each level of leadership and then create a development plan for growth.

LEAD 557. Foundations of Leadership in a Globalized World. (4 Credits)

This course aims to facilitate the personal leadership development of students by identifying core leadership principles and exploring ways to nurture and adapt leadership in different cultural and organizational contexts in a globalized world. It integrates scholarly works on leadership, scriptural illustrations, and case studies, helping students refine their leadership knowledge, motivations, dispositions, and practices.

LEAD 557L. Foundations of Leadership in a Globalized World Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Foundations of Leadership in a Globalized World. Concurrent registration with LEAD 557.

LEAD 558. Personal Leadership and Ethics. (4 Credits)

Examines the biblical, theoretical, and practical foundations for personal leadership. Specific areas of focus will include leader capacity and capability, justice and forgiveness, leadership style, stages of development over the life cycle, spiritual disciplines, personal witness, and building support networks. The course encourages reflection on the ethical considerations of power, conflict management, and personal concerns for integrity and personal health.

LEAD 559. Organizational and Change Leadership. (4 Credits)

This course explores organizational theory, processes, stages and leadership capacities and skills for leading change and cultivating innovation in organizations. Examines biblical and theological perspectives on leadership, organizations and change. Attention will be given to principles of social entrepreneurship, managing uncertainty and conflict, awareness of power dynamics, leader and organization adaptability and leadership aptitude for change and successful transition.

LEAD 559L. Organizational and Change Leadership Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Organizational And Change Leadership. Concurrent registration with LEAD 559.

LEAD 561. Communication for Leadership. (2 Credits)

This course is designed to grow your communications skills in this course as you understand communication principles that enable you to be more persuasive and influential in a variety of leadership settings. You will study recent research advancements in organizational communication studies including investigation of power and influence tactics, upward and downward communication, leader-member exchange, framing, culture, ethics, gender influence, power allocation, social media influence, communication theory, communication roles, and group work.

LEAD 573. Qualitative Research Methods. (2 Credits)

Equips students with the rationale and methodology of qualitative research, with an emphasis on the application of qualitative methods to a specific context through research proposals.

LEAD 611. Foundations of Organizational Structure: Finance, Operations, Governance, and Legal. (2 Credits)

The Foundations of Organizational Structure course is designed to introduce students to the competences necessary to oversee and manage a variety of entities, both for profit and not-for-profit, with emphasis on the way operations, financial integrity, management (governance) and fiscal and legal reporting, compliance, and other regulatory requirements. Students will gain an understanding of the functioning of an organization, responsibility for governance, and obtain a working knowledge of financial statements, balance sheet and income statement and be able to understand and use metrics to evaluate health and sustainability of the organization.

LEAD 611L. Foundations of Organizational Structure: Finance, Operations, Governance, and Legal Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Foundations of Organizational Structure: Finance, Operations, Governance, and Legal. Concurrent registration with LEAD 611.

LEAD 615. Entrepreneurial Marketing. (2 Credits)

Entrepreneurial marketing combines two disciplinary fields of entrepreneurship and marketing. The essence of entrepreneurship is creation of value through innovation. The essence of marketing is communication and delivery of value. As the merger of the two fields, entrepreneurial marketing is about creating, communicating and delivering value (i.e. something worthwhile for others) through innovative means. This class will introduce the concepts, tools and methods of entrepreneurial marketing. This class will also explore biblical principles on marketing communication, and consider how we can honor God and serve others through marketing.

LEAD 615L. Entrepreneurial Marketing Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Entrepreneurial Marketing. Concurrent registration with LEAD 615.

LEAD 621. Introduction to Nonprofits. (2 Credits)

A nonprofit (all called not-for-profit or non-profit) has many moving parts, while balancing the many requirements and reaching the mission and vision. This course guides students through those parts while incorporating best practices, and common pitfalls for those involved in a nonprofit. Whether a new nonprofit or a mature organization, students will understand the various challenges of nonprofits and options to mitigate challenges in the nonprofit sector as a whole. Although not comprehensive, students will be exposed to real-life situations and experiential learning in this introduction to nonprofits.

LEAD 621L. Introduction to Nonprofits Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Introduction to Nonprofits. Concurrent registration with LEAD 621.

LEAD 623. Leading and Managing a Sports Organization. (2 Credits)

This course builds an understanding of sports management in theory and practice. Tools for organizing teams and budgets are given. The student will be equipped to plan, fund, program, direct, evaluate and assess a sports program's effectiveness. Students will learn how to manage logistics – the who, what, where, when, and how – of running events, including task list development, process management, and development of contingency plans. Strategies and techniques required to run successful sporting, workplace wellness, and fitness and exercise programs will be applied.

LEAD 625. Sports Ethics and Ministry. (2 Credits)

This course builds an understanding of sports ministry by providing an ethical foundation, organizational tools, communication insights, and showing how the Christian can advance evangelism and discipleship through sports. Questions of ethical competition among both youth and adults are addressed. The student will be equipped to plan, fund, program, direct, and assess a sports ministry's effectiveness with an emphasis on outreach to athletes on school and college campuses, in the local church, and with community organizations. Students will learn how to manage logistics – the who, what, where, when, and how – of running a sports ministry, including task list development, process management, and development of contingency plans.

LEAD 627. Global Entrepreneurship: Launching a Missional Enterprise. (2 Credits)

This course provides tools to help students evaluate and develop new business ideas into effective missional enterprises. It teaches the entrepreneurial process in a cross-cultural context, and the Biblical underpinnings of entrepreneurship. Successful business ventures improve life for customers, provide financially for workers, indirectly support vendors and suppliers and, through taxes, they support local infrastructure and government. On a spiritual level, enterprises teach dependence on God for wisdom, protection, and favor. Healthy companies may also serve missional goals and influence culture positively. But business is risky; losses and bankruptcies are costly. This course aims to improve the success rate of missional enterprises by equipping students with the wisdom of Kingdom-minded entrepreneurs who have gone before them.

LEAD 631. Leading Nonprofit Organizations. (4 Credits)

Leading a nonprofit requires a wise gathering and deploying of resources, including people, processes, and passion. This course prepares students to effectively lead a nonprofit while incorporating a heart for people first, and a decisive mind for process and action second, all undergirded by missional passion. Students will understand the various challenges of each resource and options to mitigate challenges in the nonprofit sector as a whole. Students will be exposed to real-life situations and experiential learning to lead a nonprofit well through people, processes, and with passion.

LEAD 631L. Leading Nonprofit Organizations Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Leading Nonprofit Organizations. Concurrent registration with LEAD 631.

LEAD 633. Character and Leadership. (4 Credits)

This course will emphasize character development through the lens of Christian beliefs and practices of our faith. The topics exploring character will include theology, Christian spiritual formation, ancient virtues, modern personality theories, non-cognitive models, institutional character, processes for character formation, and cultural and individual dangers that impede its development.

LEAD 633L. Character and Leadership Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Character and Leadership. Concurrent registration with LEAD 633.

LEAD 635. Managing for High Impact: Purpose, Planning, Operations, and Execution. (4 Credits)

Every organization is built to flourish. Flourishing, as the economist Anne Bradley explains, is "God's Kingdom on earth." It's us living in God's abundance "as an image bearer of our creator." It means becoming everything we are created to be. Since the reality is that not all organizations flourish, how do we create impactful and flourishing organizations? Flourishing organizations have distinct characteristics. They generate material provision (economic capital), build authentic relationships (social capital), and instill a purpose for living (spiritual capital) among their constituency. The High Impact Business model is designed to enable organizations to create economic, social, and spiritual capital, and become a catalyst for flourishing. This course will take you through exercises to learn how to transform ordinary organizations into impactful and flourishing organizations.

LEAD 641. Biblical and Theological Foundations of Leadership. (2 Credits)

Approaching leadership as a unique role exercised by various members of Christ's body, this course considers the biblical and theological discernment necessary to be a witness to Christ as a Christian leader. The course will focus on the development of Christian thought about leadership, as well as offering frameworks for engaging leadership theories and navigating organizations from a biblical and theological perspective. The overarching goal of the course is to provide a framework for a thoroughly biblical and theological approach to leadership.

LEAD 641L. Biblical & Theological Foundations of Leadership Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Biblical & Theological Foundations of Leadership. Concurrent registration with LEAD 641.

LEAD 643. Theology of Work: Equipping God's People to Flourish in their Calling. (2 Credits)

We spend most of our waking hours at work. What does the Bible have to say about our purpose and role at work and in the marketplace? This class explores biblical themes of God's intention for humanity as well as the changing nature of work in the history of creation, fall and redemption. The aim is to equip Christ-followers with robust theology of work to flourish and be the salt and light in their place of calling.

LEAD 643L. Theology of Work: Equipping God's People to Flourish in their Calling Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Theology of Work: Equipping God's People to Flourish in their Calling. Concurrent registration with LEAD 643.

LEAD 645. Mental Health and the Leader. (2 Credits)

Examines the theological, psychological, and practical foundations for effective mental health ministry in the contexts of the local church and the marketplace. Leaders will see perspectives on the history of pastoral care, the nature of persons, and understanding essentials of mental illness. Best practices for people-helping and the vital importance of character formation for leaders will be emphasized throughout.

LEAD 645L. Mental Health and the Leader Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Mental Health and the Leader. Concurrent registration with LEAD 645.

LEAD 647. The Best and Worst of Christian History: Key Insights for Today's Leaders. (2 Credits)

This course offers a sweeping survey of Christian history, with special attention to the first thousand years. It explores the many and varied ways Christian leaders both embodied and betrayed the way of Jesus Christ. While heavily informed by the relevant primary sources and historical best-practice, the course seeks to draw out tentative lessons for contemporary ethics, worship, mission, social engagement, and, especially, Christian leadership.

LEAD 647L. The Best and Worst of Christian History: Key Insights for Today's Leaders Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to The Best and Worst of Christian History: Key Insights for Today's Leaders. Concurrent registration with LEAD 647.

LEAD 652. Strategic Management. (2 Credits)

This Strategic Management course is designed to provide a fundamental exploration of organizations in their environments and provide an introduction to the strategic management process with a focus on Strategic Planning and Analysis, Evaluating the Opportunities and Threats Landscape, Establishing Strategic Direction and Leadership, Formulating a Business and Corporate Strategy, and Strategy Implementation and Control.

LEAD 652L. Strategic Management Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Strategic Leadership. Concurrent registration with LEAD 652.

LEAD 655. Leading Effective Organizations: Structural, Financial, and Legal Foundations. (4 Credits)

The Leading Effective Organizations course is designed to introduce students to the competences necessary to oversee and manage a variety of entities, including for profit and not-for-profit organizations, with emphasis on operations, financial integrity, management, governance, fiscal and legal reporting, compliance, and other regulatory requirements. Students will gain an understanding of the functioning of an organization, responsibility for governance, obtain a working knowledge of financial statements, balance sheets and income statements and be able to understand and use metrics to evaluate the health and sustainability of organizations.

LEAD 662. Leading Multicultural Teams. (2 Credits)

Explores concepts and skills needed for socially responsible and ethical leadership of multicultural teams. Topics covered include developing and coaching others cross-culturally, leading virtual teams, creating inclusive teams and organizations, appreciating and capitalizing on cultural diversity, and creative problem solving and conflict resolution.

LEAD 662L. Leading Multicultural Teams Lab. (0 Credits)

Promotes personal and professional growth through weekly professor and student interaction on topics related to Leading Multicultural Teams. Concurrent registration with LEAD 662.

LEAD 692. Special Topics in Leadership. (2 Credits)

Courses to provide opportunity for students to study a concept or topic in greater depth, or to explore a specialized topic and its relationship to leadership. Topics will vary and will be determined by department faculty members.

LEAD 693. Capstone. (2 Credits)

In-depth exploration of current issues in global leadership. Seminar integrates core content from the Global Leadership degree in an integrative comprehensive paper. Graded pass/fail. Pre or Corequisite: LEAD 547, LEAD 557, and LEAD 559.

LEAD 694. Special Topics in Leadership. (4 Credits)

Courses to provide opportunity for students to study a concept or topic in greater depth, or to explore a specialized topic and its relationship to leadership. Topics will vary and will be determined by department faculty members.

LEAD 695. Independent Study. (1 to 4 Credits)**LEAD 696. Internship. (2 or 4 Credits)****LEAD 811. Healthy and Spiritual Leadership. (4 Credits)**

This Healthy & Spiritual Leadership course is designed to provide the busy pastor and Christian leader an opportunity to reflect on their work-life balance by examining their ministry and leadership activities. The student will reflect on their mission, calling, as well as their capacity. The context of this self-focus will be their behavior to be their authentic self, pay attention to their soul, and desire to build a sustainable ministry on spiritual, emotional, intellectual, and relational dimensions.

LEAD 831. History of Women in the Church. (4 Credits)

This course will look at the unique contributions women have made to the Church, from the first century through the late-20th century. Such advances usually happened despite official impediments to women's spiritual leadership and active ministry. The course highlights conflicts women faced as a result of doctrine, traditions, and practices of the Church, as well as issues of ethnic and racial bias.

LEAD 833. Gender Issues in Ministry Leadership. (4 Credits)

This course explores gender issues encountered by women in ministry leadership in the church and in other ministry vocations. It will explore issues specific to women in ministry, as well as issues faced by women in leadership across sectors. The topics will include differing rates of representation, leadership styles, organizational practices, gender bias, and other current issues from a variety of perspectives. Students will engage current scholarship in order to understand their current setting and to gain resources and tools that will benefit their ministry context.

Outdoor and Adventure Leadership Courses

OAL 503. Cultural Engagement. (2 Credits)

This course introduces students to concepts of culture and social dynamics as they relate to various race, ethnicity, gender and other complex cultural issues. Students will be equipped to work and serve with and among diverse people in various contexts. Cross-listed with LEAD 503.

OAL 512. Leadership and Spiritual Formation. (4 Credits)

This course provides a theological and theoretical overview of the role of leader with people and in organizations with a particular focus on self-leadership. All leadership starts with the health, character and competence of a leader and, as a result, this foundational course focuses on fostering the spiritual maturity and long-term faithfulness of those called to shepherd and lead in the church and in the world. Cross-listed with LEAD 512.

OAL 516. Camp Ministry in Global Contexts. (2 Credits)

This course explores the landscape of Christian camping in local and global contexts. It examines the theory and practice of doing ministry in a diverse changing world. Students will nurture an understanding of how ministry in culture involves contextualization and focus on a global region of their choice. Pre or Corequisite: OAL 503.

OAL 517. Developmental Theory and Spiritual Formation. (2 Credits)

An introduction to biblical, historical, and theological understandings of the nature of persons and the integration of relevant psychological and sociological understandings of human development. In addition, students will be encouraged to consider the application of these foundations to the contemporary work of Christian formation and ministry.

OAL 518. Assessment and Innovation. (2 Credits)

An introduction to theories and approaches of assessment theory as they relate to outdoor adventure ministry and an exploration of recent scholarly research in the field for the purpose of improving our practice.

OAL 521. Personal Spiritual Formation. (2 Credits)

An introduction to personal spiritual formation, including spiritual health and the practice of spiritual disciplines. Includes an off-site weekend retreat.

OAL 534. Care and Counsel in Ministry. (2 Credits)

An introduction to the basic concepts and skills involved in care and counsel within experiential and other Christian formation ministry contexts including an overview of the historic ministry of soul care, biblical foundations for care in ministry, major categories of human suffering, and rudimentary person-to-person helping skills. This course is designed to enable those in camp ministry to help individuals and families understand and deal with contemporary issues—e.g., divorce, grief, suicide, conflict, etc.

OAL 547. Philosophy of Ministry. (2 Credits)

This course helps students become more informed and effective ministers through the analysis of key ministry and educational philosophies. Provides a framework within which to formulate a biblically, theologically, and philosophically informed philosophy of ministry.

OAL 548. Program Planning and Leadership. (2 Credits)

This course studies the process of developing outdoor and adventure based programs which will align with the mission, vision and values of an organization and serve the identified target groups in a meaningful way. As part of this course, students will build on their philosophy of ministry by developing, implementing and evaluating programs in real ministry settings.

OAL 549. Program Philosophy and Planning. (4 Credits)

This course helps students become more informed and effective ministers through the analysis of key ministry and educational philosophies and an exploration of core elements of ministry program design, implementation, and evaluation.

OAL 555. Women in Outdoor Ministry. (2 Credits)

This course will explore the history and experiences of women in an outdoor ministry context by weaving three threads of inquiry together: history, theology, and studies on women in the workplace. It will trace the involvement of women in outdoor ministry as both participants and leaders over the last century, introduce students to the varied theological perspectives on women's roles in a ministry/church context, and explore research and perspectives on women in the workplace in general, as well as in outdoor leadership in particular.

OAL 556. Gap Programming and Leadership. (2 Credits)

This course provides an overview of Gap year programs and the best practices that help make them transformative experiences for emerging adults. The course applies appropriate principles from OAL courses to this unique and growing application. Prerequisite: OAL 662.

OAL 564. Challenge Course Leadership. (4 Credits)

This course applies theories and principles of leadership, spiritual development and experiential education to challenge programming specifically utilizing ropes courses, team initiatives, climbing, and other outdoor adventure activities. Students will apply learning by developing, leading and evaluating short term (1/2-day to 3-day) adventure education experiences for a variety of groups. This course is offered as an intensive at HoneyRock. Prerequisite: OAL 595.

OAL 566. Temporary Communities and the Church. (2 Credits)

This course explores the mechanics of temporary systems how they have served diverse communities past and present. Students examine how God uses temporary communities to form his people, offering models for teaching, hospitality, renewal, and facilitating transitions.

OAL 595. Foundations of Experiential Education. (2 Credits)

This course explores theoretical and theological foundations of experiential education using different environmental contexts as the classroom. Diverse education design and teaching methodologies, group facilitation, and leadership in different contexts will be used to meet course objectives. The course requires individual and group preparatory and post residential work.

OAL 662. Theology and Practice of Outdoor Ministry. (4 Credits)

This course is the foundational overview of the Outdoor Adventure Leadership Concentration of the Wheaton Graduate School. It is designed to equip students personally, spiritually and communally for a life of leadership and ministry in outdoor related ministries by helping students to develop personal vision, ministry skills, interpersonal competence, and a ministry philosophy. This course is offered in a modular format at HoneyRock.

OAL 663. Organizational Leadership and Staff Development in Outdoor Ministry. (4 Credits)

The outdoor and adventure ministry context is an excellent laboratory for equipping leaders for the church and society worldwide. This course is designed to help students develop principles and competencies to enhance their own leadership practice and to cultivate an approach to ministry that facilitates leadership development in those who serve and are served in the adventure ministry setting. Additionally, students will learn principles for effective organizational leadership. Students will design and evaluate leadership development programs in an outdoor ministry setting as part of this course. Offered in a modular format at HoneyRock.

OAL 664. Wilderness Programming and Leadership. (4 Credits)

This course emphasizes the uniqueness of the wilderness classroom and teaches students to utilize extensive wilderness expeditions to draw others to Christ and develop them into whole and effective people. The course covers program models and planning processes, various outdoor and leadership skills needed for wilderness ministry, and how God uses silence, creation, and group problem-solving to develop disciples. It is offered almost entirely in the wilderness classroom and as an extended expedition during multiple times and at multiple sites each year. This course is offered through HoneyRock.

OAL 665. Wilderness Program Management. (4 Credits)

This course will prepare students to design and manage wilderness programming appropriate for Christian and secular colleges, non-profit and for-profit programs that feature immersive wilderness experiences. Students with current Wilderness Education Association "Certified Outdoor Leader" and 50+ days of relevant field time will complete requirements leading to WEA "Certified Outdoor Educator" qualifications. Additional course fee required: \$500 to cover certification fees, travel expenses for instructors and gear use. Prerequisite: OAL 664.

OAL 682. Integrative Seminar. (2 Credits)

Integrates the core courses in the OAL the program into a unified whole. The Integrative Seminar fosters reflection on the academic, spiritual, and practical aspects of the degree while also assisting in plans for future growth and development in these areas. Includes a summative case study evaluation and final compilation of the students portfolio. Prerequisite: All OAL core courses must be completed or in process. This course should be taken the final semester of a student's enrollment.

OAL 683. Integrative Seminar. (0 Credits)

Integrates the various courses of the program into a unified whole. The Integrative Seminar fosters reflection on the academic, spiritual, and practical aspects of the degree while also assisting in plans for future growth and development in these areas. Includes a summative case study evaluation. Prerequisite: All core courses must be completed or in process.

OAL 692. Creative Project. (2 Credits)

Prerequisite: Department approval of student's Final Project proposal.

OAL 694. Current Issues. (2 to 4 Credits)

Provides opportunity for advanced students to study collectively some topic or concept in greater depth, or to explore a specialized topic and its relationship to an understanding and practice of Outdoor and Adventure Ministry.

OAL 695. Independent Study. (2 to 4 Credits)

Focuses on field or library research according to individual interests and competencies in Outdoor and Adventure Ministry.

OAL 696. Internship. (2 to 4 Credits)

Provides advanced students the opportunity to have a better understanding of ministry theory and practice by working and studying alongside a competent, authorized professional in Christian ministry. Includes a summative paper or reflection and analysis of the learning that occurred and its significance for future ministry (due after the internship). Prerequisite: Internship application approval.

OAL 698. Thesis/Applied Thesis. (2 Credits)

Prerequisite: Dept. approval of student's Final Project Proposal.

OAL 699. Thesis/Creative Project Continuation. (0 Credits)