



**OVERVIEW** (*expanded version*)

# *School of Advanced Leadership Training*

**Hope International University**  
**partnering with churches to equip servant leaders**

*“You are the salt of the earth.” (Matthew 5:13)*

**Vision.** Through the *School of Advanced Leadership Training (SALT)* Hope International University partners with churches to develop effective servant leaders within the local congregation. The title “SALT” evokes Jesus’ reminder that his disciples should be “the salt of the earth.”

For this program, the University has developed a series of short but meaty online courses designed to strengthen the biblical foundation, ministry skills, and emotional and spiritual health of emerging Christian leaders. A SALT course typically includes audio/video lectures with PowerPoint, online discussions, group projects and other assignments, readings and other resources—all based on a special website devoted to that course. *Hope* also equips local church leaders to play a crucial role as on-site mentors, who guide students in making practical applications in the local context.

*Hope* encourages churches to make the School of Advanced Leadership Training (SALT) a regular part of their leadership development efforts by including it in their education/discipleship budgets. To illustrate: A church could offer four SALT courses per year for only \$10,000. The schedule could include Bible courses that acquaint students with God’s written word, ministry courses that develop practical insights and skills, and personal development courses that build emotional health and spiritual maturity. This program would equip 60 Christian leaders with University-level preparation for service. Such investments in strategic leadership training will yield valuable dividends in the form of staff longevity, ministry effectiveness, overall congregational health, and the furtherance of God’s Mission.

In developing the SALT program, *Hope* consulted with Real Life Ministries (Post Falls, Idaho) and Shepherd of the Hills (Porter Ranch, California)—two churches on the cutting edge of discipleship and leadership development.

**Rationale.** Many multi-staffed churches are experiencing significant growth in both their membership and their ministries. As a result, development needs of all kinds are emerging among both members and their leaders:

- *Established Leaders.* As they juggle the demands of ministry expansion, staff and volunteer leaders must focus on weekly ministry maintenance. Consequently, the leadership often finds itself with little time for reflective, restorative, and transformational development in ministry. Over time, the cultural forces of these environments can lead to a spectrum of responses: subtle compromise with the status quo, disillusionment and discontent, and leadership burnout. Established leaders therefore need opportunities for ongoing renewal and personal growth in a convenient format that fits their busy schedules.
- *Emerging Leaders.* Church staffs seek, in turn, to create ministry training—and even formal educational opportunities—for developing the potential and calling of their members. However, staff members often lack the time, and sometimes the expertise, to design and deliver leadership training programs for every area of need.

**Goals.** Hope International University therefore seeks to come alongside churches for the purpose of developing customized strategies for leadership training, and helping to promote an ongoing culture of learning and growth. *Hope* brings to this partnership several assets not available to the typical church, such as the expertise of more than 200 committed Christian professionals and educators, 79 years of experience in adult higher education, and the ability to offer accredited undergraduate and graduate degree programs in multiple fields. In turn, the local church brings to the partnership important assets that *Hope* cannot provide, such as the nurturing presence of a church community, ongoing discipleship and mentoring of maturing leaders, and field experiences in the local ministry environment. Working together, the church and the University can make a powerful and unique contribution to leadership development for the 21<sup>st</sup> century.

**SALT Courses.** For the SALT program, Hope International University is developing a distinctive series of courses bearing the following features:

- They are **short**, mostly 2-unit courses, requiring a limited time commitment on the part of participants. Most are five weeks in length.
- SALT courses are **practical**, moving students beyond “head knowledge” to active service and character formation.
- Courses are **affordable**, allowing as many students as possible to participate. (For costs, see below.)
- SALT courses are **high quality** studies, jointly developed and administered by *Hope*’s School of Professional Studies (SPS, which specializes in accelerated undergraduate programs for adults and non-traditional students) and School of Graduate Studies (SGS, which specializes in masters level education). As such, each course must meet strict standards, and each course will be regularly reviewed, revised, and updated by the faculty and a team of Curriculum Specialists.
- Courses are **geared toward the church setting**, but can also meet needs of degree-seeking *Hope* students in various fields, who may also participate in these courses.
- SALT courses promote students’ **biblical, professional, and personal development**. Through courses focusing on “Biblical Development,” students gain a working knowledge of the Christian Scriptures, interpretive methods for “correctly handling the word of truth” (2 Timothy 2:15), and guidance in applying God’s word in their daily lives. Through courses focusing on “Professional Development,” students gain practical insights and skills for fruitful ministry. Courses focusing on “Personal Development” (often neglected by other

universities) promote emotional health, personal maturity, and growth in one’s relationships with God and others. Hope International University encourages churches to make SALT courses a regular part—perhaps even a required part—of their leadership training programs.

In an effort to develop well-rounded servant leaders, *Hope* requires degree-seeking ministry students to complete coursework in all three areas—biblical, professional, and personal. (After all, a person with a wealth of Bible knowledge, but who lacks relational skills and spiritual maturity, often proves more destructive than constructive.) The University recommends that church leaders encourage SALT participants to do the same.

The church—not the university—is God’s primary instrument for assaulting the “gates of Hades” (see Matthew 16:18). Churches and their leaders are on the “front lines” of God’s advancing Kingdom (see 2 Corinthians 10:3-5), while Hope International University plays more of a “support” role by providing training and resources for “soldiers” in the field. Accordingly, *Hope* welcomes input from churches and church leaders regarding the kinds of courses it should develop for the SALT program. The University does not want to pour its time, effort, and financial resources into producing a curriculum that is irrelevant. Instead, *Hope* wants to collaborate with churches to provide courses meeting real needs.

- SALT courses are **meaty, substantive, and focused**. The course writers’ goal is that, each week, students should take away several “golden nuggets” of real practical value to their lives and ministries.
- Participants may enroll in SALT courses as **audit or credit** students. Audit students enroll in a course for personal enrichment without seeking university credit. They are given access to all online course materials, and may participate in group discussions and any other course activities. However, they are not required to submit assignments and do not receive a grade. Students who enroll in a course for credit are required to complete all readings and assignments, and they will have a final grade recorded on their University transcript.
- *Hope* develops each SALT course at both the **undergraduate and graduate levels**, with a different set of readings and assignments for each level.
- Every course and program offered by Hope International University is regionally **accredited** by the Western Association of Schools and Colleges (WASC). Most *Hope* Bible and Ministry programs are also accredited by the Association for Biblical Higher Education (ABHE). Accordingly, SALT courses completed for credit should be transferable to most other colleges and universities.
- *Hope* offers all SALT courses **online**. The University enjoys superb online teaching capabilities through a partnership with eCollege, an online service provider based in Denver, Colorado. The eCollege system provides a separate website, or “eCompanion,” on which instructors post the syllabus, resources, assignments, and other materials for each course. Faculty and students also communicate with each other through this website. The system includes student and faculty training tutorials, as well as a Help Desk providing 24/7 technical support.

Through the eCompanion, *Hope* instructors can do virtually anything they could do in a face-to-face classroom setting. Online courses typically include, for example, audio/visual lectures with PowerPoint, threaded discussions, quizzes, group assignments and other projects, readings and other resources, and/or links to library materials.

Face-to-face instruction offers many great benefits, and *Hope* has built that element into the SALT program (see below). However, there are several significant advantages to making SALT a *primarily* online-based initiative:

- (1) *Hope* has assembled an excellent faculty consisting not only of full-time educators, but active professionals in various fields. Online technology brings these instructors, with their vast experience and expertise, straight into each student's home or office. To illustrate: The SALT Cross-Cultural Communication instructor could easily be a missionary on the field in Zambia, or the person leading the Marriage Building Seminar might be a Licensed Marriage and Family Therapist in Los Angeles. The online approach offers students valuable opportunities for personal interaction with a variety of Christian leaders.
  - (2) Transporting teachers to students, or students to teachers, can be time-consuming, limiting (in the sense that an instructor cannot be physically present in two places at the same time), and very expensive. The online approach reduces educational costs, enabling *Hope* to charge lower tuition rates. It also allows SALT participants to study with a variety of church leaders from around the world, benefiting from the shared ideas, perspectives, and networking opportunities.
  - (3) Smaller churches, or Christians working in more isolated regions, may not be able to assemble a large enough group of students to make an on-ground course viable. However, the online system enables such students to join a larger class by means of the course website.
  - (4) Accelerated courses require *credit* students to log into the eCompanion nearly every day in order, for example, to post their contributions to ongoing discussions. However, students may choose the times of day most convenient for them, whether it be morning, afternoon, or the middle of the night. Online, asynchronous learning allows students to study together in spite of differing work schedules, family responsibilities, and even time zones.
  - (5) Every time *Hope* International University opens a new on-ground teaching site, it must register that site with the Department of Education. When it offers at least half of a degree program at a new site, the University must also go through a lengthy and expensive Substantive Change process with its accrediting bodies, which includes sending evaluation teams to the new site at the University's expense. However, *Hope* is already approved to provide online studies anywhere in the world. Accordingly, it can launch an online SALT program at any time, at any place, with no additional expense, and with minimal on-ground preparation.
- More often than not, a SALT course includes groups of students from a single church. Sometimes the entire class consists of students from a single church, or from multiple churches in a single locality. In such cases, *Hope* equips local church leaders to serve as **on-site mentors**, who typically meet with students one day per week, for 90 minutes, for the duration of the five-week course. Students work through the course materials, completing their readings and other assignments, prior to meetings with their classmates and the course mentor.

The mentor's task is not to teach the course or to grade assignments. (*Hope's* online instructor serves as the "professor of record" for the course, which is important for accreditation. That person is responsible for guiding students through the course materials, answering their

questions, and assessing their growth.) Instead, *the mentor's purpose is to help students apply what they learn to their lives and to the ministry of the local church.* Toward this end, *Hope* provides *Mentor Notes* that include discussion questions, group activities, exercises, and other practical suggestions for helping students to own, integrate, and use the knowledge and skills they gain through the SALT program. Mentors may then adapt or supplement those materials to put their own unique stamp on the course, in accordance with the church's philosophy and local needs.

Participation in these on-site sessions is optional. (Some students may find it impossible to attend due to schedule conflicts or because they live far away from their classmates.) However, *Hope* strongly urges church leaders to arrange such sessions and serve as mentors. (In fact, serving as a SALT mentor may be an excellent way for emerging leaders to develop their skills.) *Actively encouraging students to move from principle to practice, from concept to character, from listening to leading greatly multiplies the value of the SALT program to students and to the church.*

- *Hope* usually caps course enrollment at 22 students. If enrollment reaches 23 or more, then the University divides the group into two smaller classes and hires an instructor for each. This ensures that students receive adequate **personal attention**.
- *Hope's* School of Professional Studies (SPS) handles the **scheduling** of SALT courses. For reasons related to its curriculum structure, SPS divides each year into 5-6 week Sessions and starts a new series of courses at the beginning of each Session. (For a detailed explanation, see the University *Catalog*.) *Hope* prefers that churches schedule SALT courses within this framework because it facilitates (1) SPS student participation in SALT courses, (2) SALT student participation in other SPS courses, (3) financial aid for degree-seeking students, and (4) scheduling for instructors. However, the University is willing to show some flexibility in scheduling to meet church needs—especially when all students in a given SALT class come from the same church.

**Initial Course Offerings.** *Hope* produces SALT courses based on church input and needs. The following courses are scheduled for release in 2007. Additional courses are under development. Once a course is released, it is available online anytime thereafter.

1. **BIB2105/BIB5105 Bible Study Methods & Tools (2 units)**

*(Biblical/Theological Development; currently available)*

This 5-week course develops the participants' ability to interpret the Bible with confidence and accuracy. It provides a systematic and non-technical method for studying the Bible, and teaches participants how to use easily accessible Bible tools.

Especially recommended for: Bible School Teachers / Small Group Leaders

2. **CHM2200/MIN5300 Foundations of Pastoral Care (2 units)**

*(Professional Development; available after April 9, 2007)*

This 5-week course examines both the theoretical and theological principles behind pastoral care. It also equips participants with effective foundational skills for providing pastoral care, including active listening, crisis management, visitation protocols, and pastoral prayer.

Especially recommended for: Pastoral Care Team Members / Second-Career Staff / Seniors Who Provide Voluntary Pastoral Care

### 3. CHM2210/MIN5310 Balancing Marriage, Family, Church, and Work (2 units)

*(Personal Development; available after September 3, 2007)*

This 5-week course guides participants to a deeper self-awareness and personal analysis of the dynamics of any imbalance in their lives. It provides resources and exercises that help them regain health and perspective in the four key areas of marriage, family, church, and work.

Especially recommended for: Staff / Key Lay Leaders in Various Areas

### 4. CHM3220/MIN5320 Servant Leadership (2 units)

*(Professional Development; available after November 12, 2007)*

This 5-week course introduces the principles and practice of servant leadership. What is a servant leader? Why would we choose to be servant leaders? How does a servant leader function in the life of the church and in the world to which Christ sends us?

Especially recommended for: All Lay Leaders (Small Group Leaders, Teachers, Key Volunteers)

**Certificate Programs.** Upon request, *Hope* will group certain SALT courses together to form certificate programs that meet a church's leadership training needs. For example, two of the courses mentioned above—*Bible Study Methods and Tools* and *Chronological Survey of the Bible*—could form a simple Bible Teacher's Certificate program.

**Degree Programs.** In developing academic programs, Hope International University has chosen to specialize in fields offering significant potential for Christians to impact society for Christ (e.g. Ministry, Education, Business, and the Helping Professions).

Some *Hope* programs are residential in nature, requiring students to attend classes on one of the University campuses. However, *Hope* offers the following degree programs totally online:

- Bachelor of Science (B.S.) in Christian Ministry
- Bachelor of Science (B.S.) in Human Development—Counseling Emphasis
- Bachelor of Science (B.S.) in Human Development—Education Emphasis
- Bachelor of Science (B.S.) in Intercultural Studies\*
- Bachelor of Science (B.S.) in Management
- Master of Arts (M.A.)—Christian Leadership Emphasis\*\*
- Master of Arts (M.A.)—Church Planting Emphasis\*\*
- Master of Arts (M.A.)—Inter-Cultural Studies/Urban Ministry Emphasis\*\*
- Master of Arts (M.A.)—Worship Emphasis\*\*
- Master of Education (M.Ed.)
- Master of Business Administration (M.B.A.)—Non-Profit Management Emphasis
- Master of Business Administration (M.B.A.)—International Development Emphasis
- Master of Science in Management (M.S.M.)

\*The new Intercultural Studies program is scheduled for release in Fall 2007.

\*\*Currently the M.A. requires students to spend a minimum of 16 days on campus in the form of two 8-day "Block" sessions. However, the Graduate Ministry Department is seeking approval from the WASC accrediting body to offer the full degree online.

Any SALT course completed for undergraduate credit may be applied toward any Bachelor of Science (B.S.) degree—always as a General Elective, and sometimes as part of the General

Education Core or the Major. Students may apply a maximum of 24 SALT units to a bachelor’s degree.

Any SALT course completed for graduate credit may be applied toward the Master of Arts degree. A few of these courses also fulfil requirements for other master’s programs. Students may apply a maximum of 8 SALT units to a master’s degree.

*This means that, if they wish, SALT students may complete a full bachelor’s or master’s degree from home, applying their SALT credits to the degree requirements. Hope International University will share these opportunities with SALT students, who may wish to further their education through a full bachelor’s or master’s degree program.*

**Admission Requirements.** Students who wish to enroll in a single SALT course for audit or credit must provide basic information on a simple one-page application form.

Students desiring to pursue a degree must meet the standard admission requirements outlined in the Hope International University *Catalog*. See the University website for details ([www.hiu.edu](http://www.hiu.edu)).

The *Hope* staff works closely with church leaders on registration and instructional procedures, as well as publicity and church-site logistics.

**Costs.** To promote church leadership development, Hope International University offers SALT courses at the following highly discounted rates:

	Normal <i>Hope</i> Tuition Rates	Discounted SALT Tuition Rates	
		Individual Students	Package Rates for Churches
<b>Audit</b>	\$400	\$280	\$2500 per course for 15 students This package further reduces the tuition rate to \$167 per course for each participant (a 40% discount).
<b>Undergraduate Credit</b>	\$750-\$850	\$280	
<b>Graduate Credit</b>	\$740-\$970	\$280	

The University encourages churches to partner with *Hope* by offering scholarships for their members—perhaps covering all or part of the tuition charges.

**Textbooks.** Textbooks and other course materials are not included in tuition. Students or churches may purchase these resources online through the Hope Bookstore ([www.hopebkstr.com](http://www.hopebkstr.com)). Churches may wish to develop a library of leadership training materials for ongoing use by their members.

**Information.** For more information, or to schedule SALT courses for your church, please contact:

Mr. Frank Baresel, SALT Director  
 Hope International University  
 2500 E. Nutwood Avenue  
 Fullerton, CA 92831  
 E-mail: [fpbaresel@hiu.edu](mailto:fpbaresel@hiu.edu)  
 (714) 879-3901, ext. 3561