



WORLD EVANGELICAL ALLIANCE
LEADERSHIP INSTITUTE
PROSPECTUS



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WELCOME TO THE LEADERSHIP INSTITUTE OF THE WORLD EVANGELICAL ALLIANCE

Thank you for your interest and I trust that your search for leadership training with a specific focus on running associations, networks and alliances will rest in these pages.

The Leadership Institute was initiated by the World Evangelical Alliance to address the needs of our National Alliances around the world and offers a Certificate in Association Leadership. This program addresses the leadership skills and qualities needed by directors, board members, staff and emerging leaders of Christian associations, networks, and alliances.

This is an exciting program with an amazing potential to dramatically change this world and the countries in which we serve by strengthening our associations and alliances for the glory of God. In these pages you will find why the World Evangelical Alliance initiated the Leadership Institute and developed this certificate. You will also understand our educational approach, the various courses and components of the Certificate in Association Leadership, as well as how to register and apply for financial assistance.

Though your understanding of association leadership may have just initiated, we trust that your search for association leadership training ends here.

Sincerely,

Rob Brynjolfson, D.Min.

Director



BACKGROUND ABOUT THE LEADERSHIP INSTITUTE

The WEA-LI provides Evangelical Alliances with essential association management skills for effective service. We do this by helping association leaders to unite, represent, and serve their constituents by developing skills in leading, funding and partnering.

Be assured—this is not just another program. It's about transformation! Our vision is to see strong Evangelical Alliances in every country of the world that effectively equip and engage their constituencies in living out the good news of Jesus Christ—transforming their nations.

We value effective, God-honoring National Evangelical Alliances that are vital, viable and visible. By vital we mean that they are healthy. By viable we mean capable of sustained growth. By visible we mean well known, recognizable and influential.

Many National Alliances in the WEA constituency struggle in realizing their strategic role as a platform for Evangelical voice and action. There is little understanding of associations and their function. Little time is devoted to growing membership and servicing constituencies. Lack of finances is often cited as the

main cause of weakness. Yet working partnerships seldom emerge and the Alliance is sometimes seen as a competitor for limited resources. Most Alliances do not use media effectively to reach their various publics and constituencies. Although they've come a long way, most of our 130 or so member Evangelical Alliances are still not poised to make a significant Kingdom impact in their countries and regions. Without greater training, these networks will not begin to achieve their transformational ministry potential as strong associations mindful of their representative and proactive role in society.

Leadership is the backbone of many Evangelical seminary programs, but none offer training that meets the specific needs of Evangelical Alliances and other Christian associations. In addition, seeking to fulfill the strategic plan of the WEA, we are committed to strengthening our National Alliances as a primary step towards achieving our desired ends: to be the trusted and effective voice for Evangelicals, provide a visible Evangelical identity for building Kingdom awareness, and to serve as a platform for programs, initiatives and projects of a global magnitude and impact.



As a result, the Leadership Institute was initiated by the World Evangelical Alliance to develop a training program addressing the specific needs of association leadership. Our curricular research completed in 2008 confirms six areas of critical need. The first three are functional (what an Effective Alliance does): an effective National Alliance unites its constituency, represents and serves. The other three are methodological (The means to fulfill the function) and they are: Leading, Funding and Partnering. Furthermore, we understood that Evangelical Alliances though using a variety of names they all function like associations. There is no clear Evangelical training program designed for association leadership.

As such, the WEA Leadership Institute developed a Certificate in Association Leadership to address the needs of our members. This certificate is literally

being forged by the leaders of the Regional and National Alliances with the help of renowned subject matter experts. Until now, we have never enjoyed “off the shelf” courses that focus on the specific needs of Alliances.

This means that National and Regional Alliance directors, board members, staff and emerging leaders can now become certified in Association Leadership with an emphasis on Evangelical National Alliances. We also recognize that many Christian organizations function like associations and others will value these courses for the practical training that they afford. Therefore, we have opened registration to others who may, or may not be organically connected to the WEA, Regional or National Alliances around the world.

WE COMMIT TO PROVIDE A PROFESSIONAL WORLD CLASS TRAINING AND CERTIFICATION PROGRAM THAT:

- Enables Alliance leaders to share their best practices with colleagues.
- Equips Alliance leaders to build up their own National Alliances.
- Enriches the membership programs and services offered by Alliances.
- Engages the next generation Alliance leadership.
- Extends the impact of Evangelical unity for the glory of God and the Christ-centered transformation of our societies.

THE CERTIFICATE IN ASSOCIATION LEADERSHIP WILL HELP TOP AND EMERGING LEADERS TO:

- Determine the most appropriate association model for your context.
- Create and cast a transforming vision for your association and constituents.
- Build unity throughout your constituency
- Become a platform for partnerships
- Develop a plan for sustainable funding
- Become the trusted voice representing your association.



THE CERTIFICATE IN ASSOCIATION LEADERSHIP WILL HELP STAFF AND/OR PERSONNEL TO:

- Build team unity and cohesiveness.
- Understand how and why associations are distinct organizations.
- Become a contributor and valued team member.
- Find your role and contribution in your association.
- Prepare yourself for future leadership in your association.

THE CERTIFICATE IN ASSOCIATION LEADERSHIP WILL HELP BOARD MEMBERS TO:

- Examine various models of board governance.
- Find your role and contribution on the board.
- Analyze best practices in board governance.
- Learn how to develop a board that is effective and efficient.



THE LEADERSHIP INSTITUTE APPROACH TO LEARNING

The philosophy of education of the WEA Leadership Institute is influenced by the following core sets of theories:

1. The biblical concept of “servant training”
2. Adult education principles
3. Interactive, Collaborative and Dynamic Internet Platforms

SERVANT TRAINING

A useful metaphor for Christian training is the biblical concept of “servant.” Servants render service to their Master through specific roles and functions. Images for servant roles in Scripture include those of “shepherd,” “farmer,” “athlete,” “steward,” and “soldier.” The steward role is perhaps most akin to our modern “leadership” paradigm. But to function effectively in any of these areas requires training that develops specific character qualities and skill sets. This training equips God’s people to engage fully in their “reasonable service of worship” (Romans 12:1, NKJV). The outcome is a “living sacrifice” that is holy, pleasing, and acceptable to God for his service. Character comes first.

Thus, to follow through with the servant analogy, “Servant Training” is a process by which those who

are committed to serve Christ, grow together in his service. Experienced, proven servants have oversight for the equipping of fellow servants. They rely on a variety of means, methods and contexts to guide this development. These mentor-guides recognize God’s design in the individual’s vocation, personality, abilities, gifting, and interests. They work with this design to develop trainees for specific roles and functions in God’s household. Trainees learn and grow together as they obey their Master’s instructions for their lives and are diligent in developing their vocational gifts and abilities. Instruction, discipline, interaction with their fellow servants, life experience, practice and accountability are used to produce character growth and service competence.



The goal is to grow more like the Master and to serve him competently. Mentor-trainers know they are managing the process of developing God's servants well if their trainees are developing into grace-filled, mature persons who render effective service to God.

When applying this to the WEA Leadership Institute, we want to affirm that good leadership is first and foremost, godly leadership. But we also recognize that a servant is only useful to the extent that he has the skills and abilities needed to perform his work. One cannot be sacrificed at the expense of the other. This integral dynamic must be maintained.

IMBEDDED IN THE SERVANT ANALOGY ARE SOME KEY CONCEPTS THAT CAN BE TESTED AGAINST THE HIGH STANDARD OF BIBLICAL WORLDVIEW:

1. The goal of the Leadership Institute is to motivate and help Christian leaders increase their effectiveness in serving Christ and his purposes.
2. The training program encompasses an integrated, intentional, and culturally appropriate process that contributes to the health and growth of these leaders in every area of life.
3. The training process understands and employs a broad range of different methods, means, and contexts that cater to learners' learning styles in the achievement of specified learning outcomes.
4. Learning outcomes include specific skills, attitudes, and understanding needed for life and ministry competence.
5. Trainers and trainees assume mutual responsibility for learning outcomes.
6. Trainers are mentors—fellow servants personally committed to the trainees' growth—who guide the training process based on their experience, faithfulness, expert authority and competence to do so.
7. God has a unique design for each individual (calling, gifting, personality, intelligence, etc.) that trainees, trainers and others perceive and help develop.
8. Learning happens in community and is equally dependent on interaction with fellow trainees, learning contexts (environments, situations, relationships, etc.), and the conceptual input of mentors/teachers/guides.
9. Knowledge is not a goal in itself, but combined with obedience and diligent practice, will lead to understanding, maturity, and competence. The training program and skill of the mentor-trainers is evaluated by the growing influence of the national alliance and its effectiveness.



ADULT EDUCATION PRINCIPLES

Malcolm Knowles is recognized as the father of modern Adult Education theory. This theory flies in the face of much conventional “education” around the world that focuses on rote learning and information retention. The “banking” approach to education has been debunked on a number of levels. Yet it continues to play a dominant role in education and training. When information was stored primarily in the minds of a select group of people, this approach may have been more appropriate. Today, information is widely available. Adult education addresses the need to selectively utilize our vast information resources for specific development of attitudes and skills needed in building character and competence. We believe adult learning theory contributes to our philosophy of training the following ways:

1. Training is learner focused. Adult learners are (or can be) self-determining, and capable human beings. They are motivated to learn what they need to learn. This motivation enables them to take a high level of control of their learning and share responsibility with teachers for the results. Adults will want to focus on real life challenges and be motivated to pursue addressing these. Training needs to be practical and applicable to real life situations.
2. Training empowers the individual. Training empowers the individual to move to “the next level” in their understanding and skill competence. Formal training validates these within a societal context. Problems solving, program & process implementation, and development of specific workplace skills empowers adults. Certificates and degrees validate their understanding and competence.
3. Training is done through community. Human interaction is fundamental to learning. Good adult learning utilizes discussion and peer learning as primary means for growth in understanding, not just add-ons. The trainer’s main role is to facilitate and direct this interaction, pointing learners to subject matter experts for input, and providing a high level of accountability to assure the integrity of the process. The trainer sees himself as a fellow learner and a guide.

These key principles will be fundamental to the way the Leadership Institute is structured and how it delivers training. It will rely heavily on peer mentoring and local facilitation. Expert resources will be recruited as locally as possible and formal elements of the training will be provided by varying institutions that can cater best to individuals involved. The whole system will be supported by community building and collaborative Internet technologies.



PROGRAM STRUCTURE

CERTIFICATE IN ASSOCIATION LEADERSHIP

The WEA-Leadership Institute provides Evangelical Alliance leaders and others with essential association management skills for effective service. We do this by helping association leaders to unite, represent, and serve their constituents by developing skills in leading, funding and partnering. The Certificate in Association Leadership will provide association leaders with job-ready certifiable skills to effectively run their alliance, network or association.

COURSE DESCRIPTIONS

The Certificate in Association Leadership requires the completion of five of the six total courses available and a summative project.

Association Leadership Essentials - Part 1

This course will introduce you to the core leadership essentials and foundational building blocks of the association and alliance ministry model. You'll discover why the leadership competencies and organizational structures of alliances and associations are dramatically different from other models.

Using the expertise and best practices of selected General Secretaries and leaders of many of WEA's National Evangelical Alliances, you will develop a philosophy of association/alliance leadership and explore the core competencies required of alliance/association leaders, staff members, board members and key volunteers. The course will also present the basic leadership and management core competencies for building and sustaining a membership-based National Evangelical Alliance using the most effective association model for your alliance from the five operating models presented. The sessions will also include highly practical tools and templates that you can begin using immediately.

Association Leadership Essentials - Part 2

This course will present strategies to move your association from good to great and to see members become volunteers.

Different research instruments and tools will be presented along with their most appropriate usage.



The concept of best practices will be explored with the goal of creating an environment of continuous improvement of the association and its constituencies. This course will also create a biblical understanding of finances as related to kingdom work. The three primary income streams (dues, donors and other) will be explored and their potential applied to the students' specific context. Participants will review budgeting processes and will hone their skills in writing funding proposals.

Building Strong Partnerships

The purpose of this course is to provide a theological construct of unity and how that powerfully shapes our ability to influence the world for Kingdom transformation.

The nature of the church, its role and function in the world will be explored along with the issues that make this task challenging. Positive examples of evangelical unity will be highlighted. Students will gain a greater appreciation for the importance of partnership to the success of evangelical alliances. The steps for initiating partnerships and leading them to productive outcomes will be reviewed and applied to context specific situations. This course will also provide a particular focus on positioning alliances to serve as platforms for partnerships.

Effective Public Engagement

In this course students will understand the role of God's people in the public arena and how alliances can

serve as the trusted voice for Evangelicals. It explores the publics with which Evangelicals must engage and how to influence these publics through sustained analysis.

It discusses tactical approaches and appropriate attitudes in engaging government and other public policy makers.

It addresses both the need and our unique ability as Evangelicals to be a voice for the voiceless particularly related to those suffering religious persecution and those living in deep poverty.

The course aims at acquainting the student with a targeted approach in using different media channels for communication. It explores the use of print, multi-media and Internet communication technologies and how to use the right medium for communication tasks.

A Biblical Basis for Public Engagement

Students will become conversant with the variety of approaches to public square engagement found in the diversity of Christian approaches throughout recent history. This will assist the student as he/she is led through a process of theological and biblical analysis in order to develop a Biblical/theological rationale for the Church to be engaged in politics and public square activism. This course will emphasize Kingdom principles and use examples from different contexts around the world where Christians have excelled or



languished in their attempts to influence and shape the societies in which they live.

The Spirit and Character of Effective Alliance Leaders

This course explores the desirable leadership attitudes and traits that are characterized by humility, a servant's heart and an integrity that inspires confidence and trust. The course analyzes various spiritual traditions and disciplines popularized as methodologies for developing a robust spirituality that transforms character. A significant amount of time will be dedicated to the study of both the beatitudes and the fruit of the Spirit. The course assignments and readings are immensely practical and designed to invoke spiritual growth and desire for inner renewal by the Spirit of God.

Summative Project

The Certificate in Association Leadership will be awarded upon completion of the course summative project. This project cannot be completed until the required course work is finished. Previous approval for the project is required.

Summative projects are professional and scholarly papers combining research, implementation and reflection carried out in the ministerial context of the student. It is anticipated that these papers will be limited to between 60 and 100 pages in length.

Each project will include, but may not necessarily be limited to the following content:

1. Introduction to the Project (The background and rationale for the project, a description of the student's personal involvement to date, and some description of the previous state or condition of the project including a needs analysis),
2. Research and Analysis (Evidence demonstrating the biblical/theological, social and ministerial rationale for the project, adequate bibliographical survey, critical analysis),
3. Project Description (Written in the future tense describing what the student will attempt or undertake in the project),
4. Implementation (What was experienced in the implementation of the project)
5. Observations and Conclusions (What was learned, how successful the project was, what improvements could be made, and suggestions for further or ongoing study and development)
6. References and appendices as needed.

Projects will be reviewed by committee and will be awarded an exceptional pass, satisfactory pass, or insufficient (failure). Papers categorized as insufficient can only be resubmitted twice.



Course Procedures

Each course is developed to meet the learning outcomes of the Leadership Institute. All assignments and course work are developed at the discretion of the facilitator, coordinator or course creator and will be clearly defined in the course syllabus.

Normally, the completion of a course will require:

- 10 weeks of course work carried over 12 calendar weeks.
- Completion of all assignments, readings and course work as defined in the syllabus.
- Final assignment dates are set by the facilitator, but will be no later than 1 month (or 30 days) after the final week of instruction. Assignments not completed by this maximum date are considered incomplete.

Online Platform

WEA Leadership Institute courses will be hosted at Olivet University unless otherwise specified. WEA Leadership Institute courses will adhere to the conditions, standards and practices of the educational partner hosting the online study platform.

Hybrid Courses

Occasionally, hybrid courses will be available. These will combine a face-to-face workshop/seminar followed up by additional online course work. Frequently, these will be conducted in cohorts (smaller groups) within a standard online course. Students will have the advantage of being able to explore topics more substantially.



APPLICATION AND REGISTRATION PROCEDURES

ACADEMIC REQUIREMENTS

Students lacking academic credentials are still welcome to apply for the Certificate and register in courses when auditing (not for credit) provided they can maintain adequate work and study standards.

Demonstration of previous academic study is required during the application process. Students seeking academic credit must apply in both the WEA-LI program as well as with the accrediting educational partner. The accrediting educational partner (e.g., Olivet University) sets the necessary standards of admittance for credit. Transcripts and proof of previous studies should be requested following the instructions of the accrediting educational partner.

APPLICATIONS

Applications are available by request or online by going to the [Online Application](#) or to the [PDF Form](#) also available online. Applications must be completed prior to registration in a course (regardless of whether the student wants to complete the certificate or not).

Students desiring to take courses for credit must contact weali@worldevangelicals.org and submit an additional application to the partnering institution from which they desire to receive credit.



DATES AND FEES

DATES

The most up-to-date schedule of available courses is available online at:

<http://www.worldevangelicals.org/training/coursecalendar.htm>

FEES

The Leadership Institute uses the following fee structure (prices are in US Dollars):

Application fee: \$25.00 (non-refundable)

Placement (reservation) Fee upon Registration:

\$100.00 (non-refundable, but the \$100 will be deducted from the cost of the tuition at the final installment payment).

Courses for audit:

Fee for students associated with WEA members: \$400.00

Fee for students not associated with WEA members: \$600.00

Courses for credit (Bachelor degree):

Fee for students associated with WEA members: \$850.00

Fee for students not associated with WEA members: \$1,000.00

Courses for credit (Master's degree):

Fee for students associated with WEA members: \$1,000.00

Fee for students not associated with WEA members: \$1,200.00

Summative Project Administrative Fee:

Fee for students associated with WEA members: \$125.00

Fee for students not associated with WEA members: \$250.00

Fee payment schedule (does not apply to intensives):

- At registration: \$100.00 (nonrefundable, but credited towards tuition fees)
- At the start of the course: 50% of required tuition
- On the sixth week: 50% of required tuition less the \$100 placement fee.

Other fees:

Late Registration Fee: \$50.00

Transcript fee: \$25.00

Certificate replacement fee: \$25.00



Group rates:

Because the Leadership Institute was developed to strengthen National Alliances, special group rates are available for WEA related member Alliances, Global Partners, Affiliates, Commissions, Initiatives and/or Task Forces. The cost for a group is reduced by 25% for all of the group registered students. Groups are defined as a minimum of four qualified students from one WEA related member Alliance, Global Partner, Affiliate, Commission, Initiative and/or Task Force.

FINANCIAL ASSISTANCE

Financial Assistance Request forms are available by request and only upon successful completion of application. Limited scholarships are available. The Leadership Institute does not award 100% scholarships. Students needing financial assistance are encouraged to request and fill out the forms and will have to demonstrate the need, and indicate their relationship to the World Evangelical Alliance. Preference will be given to applicants representing WEA related member Alliances, Global Partners, Affiliates, Commissions, Initiatives or Task Forces, and according to demonstrated needs.

COURSE REGISTRATION

Upon the successful completion of an application and payment of the respective fee, the admitted student may register in the next available course. Only registered students are allowed to participate in courses. Registration in courses is not automatic. Students must solicit registration and will be given a registration key (or confirmation) when the process is complete. Some courses have prerequisites that will be required prior to registration. Students may take more than one course at a time. However, students will not be registered in a course when previous assignments remain incomplete. Students need to apply and register prior to the respective deadlines. Check Application and Registration deadlines [here](#). Students who wish to register after the registration deadline will have to pay a late registration fee.

