

MALTS



BRIERCREST
SEMINARY

Program Brochure

*Masters of Art in Leadership,
Theology and Systems*



MALTS

Masters of Art in Leadership, Theology and Systems

*Leadership is a spiritual gift.
Like any gift, we are called to
develop and use it diligently.*

If you are reading this document, you likely wish to wisely steward the gift and the people God has entrusted to you. You may have been leading for years, or you may be fairly new to leading. You may be serving as a consultant or in an organization, institution, denomination, or congregation. Or you may be sensing that it is time for a change.

The Master of Arts in Leadership, Theology and Systems (MALTS) is designed for busy, Christ-following people like you. It balances our students' desire for online learning opportunities and deeper in-person community while integrating creative teaching models that support diverse approaches to learning and transformation.

People sometimes describe leadership as a place at the table. The table is an important metaphor in Scripture as well— a place that reminds us of the sacrificial love of Jesus and the countercultural, cruciform-shaped way of life and leadership He modelled and taught.

Jesus suggested that new tables were needed in His day, and this is still true today— theologically grounded leadership models that integrate management theory and practical tools you can contextualize and use wherever God calls you to serve

**MALTS IS A 42-CREDIT-HOUR (14-COURSE)
DEGREE THAT CAN BE COMPLETED IN :**

**2 YEARS
FULL-TIME**

OR

**UP TO 7 YEARS
PART-TIME***

- **4 Core Courses** provide graduate study of the New Testament, Old Testament, Theology and Spiritual Formation. Some of these courses are offered as week-long on-campus or online modulators ('mods'). Others are semester-long classes offered one evening per week.

- **6 Leadership and Management Courses** cover key topics such as mapping complex systems; collaborative approaches to decision-making, problem-solving, polarity management and planning; building thriving cultures; and developing your leadership pipeline. These courses are offered as 5-day on-campus or online modulators ('mods') or 3-day mods with 3 follow-up interactive evening learning labs we call practicums. Many are offered as hybrid classes, meaning you can take them in person or online—your choice.

- **The Specialization Course** allows you to choose an area of particular interest and, in some cases, graduate with a MALTS degree and a certification in, for example, Leadership Coaching, Sports Leadership, Design Thinking or Project Management.

- **The Research Courses** prepare you to contextualize your degree learnings in an Action Learning Project.

- **The Capstone** enables you to pull together the insights from your whole degree, present your research findings to peers, and learn from theirs.

The following pages offer more detail on these courses.

**If it has been a while since you were in school, or even if you never completed an undergrad, talk to us. We offer pathways and support to help you thrive in Seminary.*



MALTS

Course Descriptions and Outcomes

Engaging leaders to work redemptively, show up with integrity, think systemically, and engage wholeheartedly.

LE 601 WISE LEADERSHIP AND MANAGEMENT

In person 5-day mod

Course Description:

This foundational course explores models, trends, and best practices of leadership and management within organizations, communities, and systems. It also offers opportunities for personal reflection and growth towards redemptive, wise, sustainable, and effective leadership –whatever their vocational context. Students will design a theologically informed philosophy and set of operational principles that would help any ministry or organization thrive. (It is strongly recommended that this course be taken first or early in the program, and not beyond the midpoint of the program.)

Outcomes: Students will

1. Critique historical and emerging trends in leadership, especially within the Canadian context.
2. Explore the ethics of leadership in their context.
3. Become more self-differentiated, socially aware, agile, and resilient as a leader and aware of the role of anxiety in teams and organizations.
4. Embrace their story, strengths, and gifts, and learn how to address potential leadership derailers.
5. Articulate and embrace a Christ-centered, theologically informed personal philosophy of redemptive leadership.

LE 602 SYSTEM COMPLEXITY AND CHANGE

3-day hybrid with 3 follow up practicums

Course Description:

This course is designed to help students understand system complexity and theory, lead change processes, navigate polarities and problems, and reflect theologically on redeeming social and organizational systems. It offers creative and strategic perspectives and processes as well as practice in mapping and changing organizational cultures and internal and external systems.

Outcomes: Students will

- Practice group discernment, conflict resolution, and culture mapping strategies.
- Demonstrate a discovery mindset and ability to use the tools of deep dialogue, discernment, observation, and reflection.
- Develop strategies for increased leadership agility to respond to changes in the environment.
- Explore tools that enable mapping, navigating, and changing organizational systems.
- Articulate and embrace a Christ-centered, theologically informed understanding of redeeming systems.



LE 701 COLLABORATIVE LEADERSHIP AND MANAGEMENT IN A DIGITAL AGE

3-day hybrid with 3 follow up practicums

Course Description:

Students will be introduced to many of the key concepts related to redemptive, effective leadership and management including project management, financial oversight, working with people, AI in the workplace, and the principles and practices of personal and organizational thriving. Insights from experts in these diverse fields will be woven with models of collaboration.

Outcomes: Students will

1. Develop a contextualized approach to building and managing diverse staff and volunteer teams, partnerships, and networks.
2. Discuss the ethics and rightful use of technology, including AI and other emerging trends.
3. Be introduced to project management, fundraising, and financial oversight.
4. Develop strategies for personal and organizational thriving.
5. Articulate and embrace a Christ-centered, theologically informed understanding of power.

LE 702 LEADING PEOPLE AND DEVELOPING LEADERS

3-day hybrid with 3 follow up practicums

Course Description:

This course maps out biblical and practical approaches that are applicable in a wide range of organizational, community and ministry contexts. It examines the strategies, structures, and skills that build self-awareness, team momentum, and organizational alignment. An introduction to HR policies and practices alongside discussions on God's heart for humanity and how people learn will lay the groundwork for the creation of a theologically informed philosophy of human wellbeing and interaction in organizational and ministry settings.

Outcomes: Students will

1. Become more proficient at building and facilitating diverse staff and volunteer teams and developing team confidence, accountability, synergy and competence.
2. Demonstrate decision making and coaching competency.
3. Increase their understanding of how people learn and create a staff development plan that considers personal and organizational needs.
4. Deepen awareness of dynamics and importance of effective HR practices and policies.
5. Articulate and embrace a Christ-centered, theologically informed philosophy of leadership development and wellbeing in the workplace.



LE 703 SOCIAL SYSTEMS AND RE-INVENTION

3-day hybrid with 3 follow up practicums

Course Description:

This course explores the mindsets and practices needed to build and positively influence large social systems and inter-organizational networks. It expands upon the learnings of previous courses by applying systems thinking on a broad scale to consider the skills and postures needed for complex social change.

OUTCOMES: STUDENTS WILL

1. Develop a contextualized approach to facilitative and adaptive leadership and culture shaping.
2. Develop increased leadership agility to respond to changes in the environment.
3. Exhibit the mindsets and skillsets that inform planning, problem solving and polarity management.
4. Be exposed to trend projection, scenario development and futures research, and develop indicators of system wellbeing.
5. Articulate and embrace a Christ-centered, theologically informed understanding of change and transformation.

LE 801 ORGANIZATIONAL AND BOARD DEVELOPMENT

3-day online with 3 follow up practicums

Course Description:

The course will explore the factors that contribute to thriving organizations and boards. It will include a study of board work in church, non-profit and business environments. The course will also focus on organizational structure, learning, development, and renewal. Diverse models will be compared to assist students in identifying those that will work best in their context.

Outcomes: Students will

1. Explore emerging themes in church and organizational structure, development, and effectiveness.
2. Develop skill in effective board governance practices.
3. Develop strategies to increase organizational alignment and momentum.
4. Develop robust measurement strategies and feedback loops.
5. Articulate and embrace a Christ-centered, theologically informed understanding of healthy boards and organizations.



RD 703 LEADERSHIP AND MANAGEMENT RESEARCH METHODS

3-day online with 3 follow up practicums

Course Description:

Students will gain an in-depth understanding of the emerging science of qualitative research in the field of leadership and management and will learn the skills necessary for doing reflective research as a leader. They will also explore ethical issues related to research with human subjects. This course will provide excellent preparation for students to write their research project and for a lifetime of using research to improve institutional function.

Outcomes: Students will

1. Explore ethical issues related to research with human beings.
2. Be introduced to diverse methods of qualitative research and ways to use them in different leadership contexts.
3. Develop criteria for selection of a research method and identify a potential research question.
4. Experiment with diverse qualitative research methods.
5. Wrestle with the theological considerations of research in human communities.

LE 802 LEADERSHIP SPECIALIZATION

Independent Study

Course Description:

For this independent study students will select a topic of specialization in conversation with their Program Coordinator. A contractual syllabus will be created to ensure depth of exposure to key concepts through reading, networking, and other developmental opportunities. Students will have the option of a. an independent study, 2. An internship, 3. doing one half of this course through a Briercrest or external certification and the other half through additional reading and assignments. All three options must be designed in collaboration with the Program Coordinator.

Outcomes: Students will

1. Demonstrate deep understanding and practice in their area of leadership specialization.
2. Develop a perspective, model, or resource that will add to the global conversation in their area of specialization.
3. Make connections in their field of interest.
4. Read widely in preparation for their research project literature review.
5. Consider the theological foundations and implications for their area of specialization.



LE 803 LEADERSHIP RESEARCH PROJECT

Independent Study (3 credits, up to 2 semester long)

Course Description:

This course offers an advanced study of an issue or topic that is significant in light of the student's vocation (or anticipated vocation), and area of specialization. It is intended to be highly practical while also requiring purposeful reading and academic writing to familiarize students with and add meaningfully to their field of study. The student will complete a research proposal that outlines the research question, intended bibliography and research methodology as well as a rationale for the project. Once the proposal is approved the student will submit all necessary documents to the Research Ethics Board before beginning their formal research.

Outcomes: Students will

- 1.Design and deliver an action learning qualitative research project.
- 2.Demonstrate program learning and research ethics in context.
- 3.Engage in experiential integration in a leadership context.
- 4.Practice human centered approaches to knowing.
- 5.Articulate a Christ-centered and theologically informed action research proposal and project.

LE 804 LEADERSHIP CAPSTONE

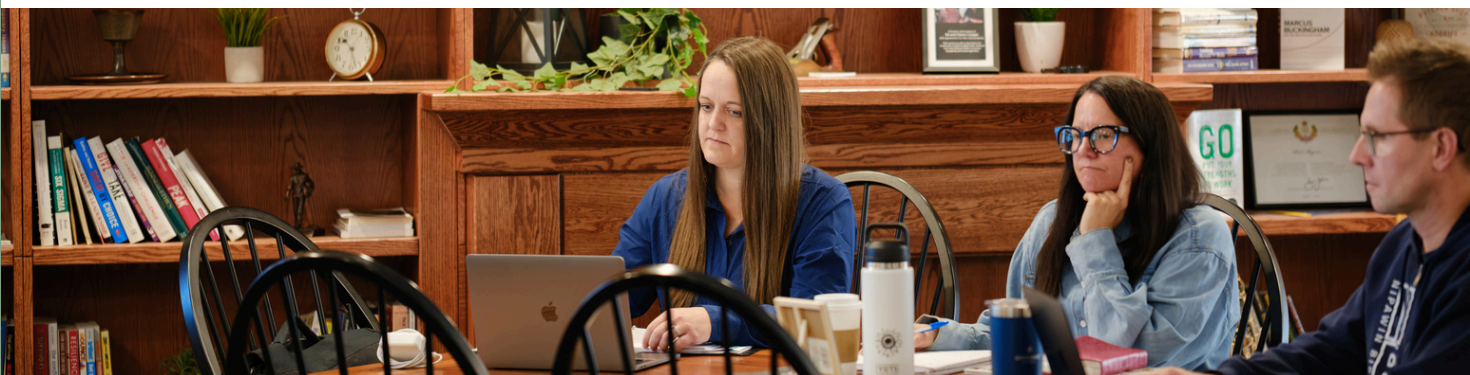
In person 5-day mod

Course Description:

This end of program course is designed to enable students to discuss emerging topics related to leadership and management, integrate their master's journey, present their research findings to their peers, develop group facilitation skills, and learn from their peers' areas of specialization. As such it is a co-creative course in which the students will take a more active role in the design and delivery of content and facilitation of discussion around leadership and management topics. The course will culminate in a learning portfolio with ongoing opportunities for development and maximizing of learnings.

Outcomes: Students will:

- 1.Consider emerging issues in leadership.
- 2.Become confident presenting research findings and developing group facilitation skills.
- 3.Reflect on their MALTS learning journey.
- 4.Be exposed to diverse leadership perspectives from each other's presentations and expand their network.
- 5.Add to their learning portfolio and system's theory of change



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