

Syllabus/On-line Course  
Spring 2010

Congregational Ministry O5850  
Dave Bland

Course Description:

A study of the practice of ministry in the local congregation setting. The purpose of the course is to help the student conceptualize and learn how to integrate the multiple tasks of ministry in the local church. Emphasis is given to biblical and theological foundations for the many dimensions of ministry. These dimensions of ministry include financial management, conflict management, authority in ministry, leadership responsibilities, ministry in the context of weddings and funerals, and various challenges to the work of ministry.

Outcomes. Students will:

**Be able to integrate the scriptures and theological tradition with diverse contemporary cultural contexts.**

**Evidence a love for God and others and a personal commitment to spiritual formation.**

**Be able to communicate effectively in written, oral, and multi-media forms.**

**Demonstrate knowledge and competencies associated with providing ministerial leadership for churches and communities.**

Students with Disabilities:

It is the policy of Harding University to accommodate students with disabilities, pursuant to federal and state law. Any student with a disability who needs accommodation should inform the instructor at the beginning of the course. Students with disabilities are also encouraged to contact Steve McLeod, the Associate Dean, at 761-1353.

Library Resources:

If you have not taken Advanced Theological Research (5990) or took it more than a year ago, go to the HUGSR Web site ([www.hugsr.edu](http://www.hugsr.edu)) for information concerning library services to students. Under the "library" tab you will find a link to and instructions for searching the HUGSR online catalog (called Quest). There are also instructions for using the following databases available through the library: OCLC FirstSearch, EBSCOhost, Infotrac, and Religious and Theological Abstracts. Contact the library for passwords to these databases. Also available are the research

guides distributed in 5990. These annotated bibliographies list basic tools you will find helpful in your research.

### Course Requirements

#### 1. Required Textbook Reading:

*Textbooks can be ordered from HUGSR at [textbks@hugsr.edu](mailto:textbks@hugsr.edu). Or you can call 1-800-366-7481, or FAX to 1-901-761-1358.*

##### a. Basic Texts:

Norman Shawchuck and Roger Heuser, *Leading the Congregation*, Abingdon, 1993.

Thomas Long, *Accompany Them with Singing: The Christian Funeral*, Lexington: WJK, 2009.

Jackson Carroll, *God's Potters: Pastoral Leadership and the Shaping of Congregations*, Grand Rapids: Eerdmans, 2006.

##### b. Two Book Reviews

Book reviews of two of the required texts: *Accompany Them* and *God's Potters*.

1) Review is to be 3-4 typed pages in length (double-spaced)

2) *Accompany Them* is due **February 3<sup>rd</sup>**

3) *God's Potters* is due **March 24<sup>th</sup>**

4) See the end of this syllabus for the form you are to use in writing the review.

##### c. Special articles assigned through the course of the semester (These articles are found on the WebCT homepage under "Course Readings").

Bennett, Weldon. "J. W. McGarvey's Concept of the Ministry." Restoration Quarterly 24 no. 3 (1981) : 167-174.

Coco, Malcolm, Coburn, Tim, Siburt, Charles. "Ministerial compensation Among Churches of Christ in the United States." Restoration Quarterly 46 no 1 (2004): 29-50.

Crisp, Joe. "Toward a Theology of Ministry for Churches of Christ." Restoration Quarterly 35 no. 1 (1993): 9-19.

Fahey, Joseph. "Conflict Creation," in Mediation and Facilitation Training Manual. Mennonite Conciliation Service, 1995, pp. 100-101.

Ferguson, Everett. "Authority and Tenure of Elders." Restoration Quarterly 18 no 3 (1975): 142-150.

Flatt, Bill. "The Misuse of Power and Sex in Helping Relationships." Restoration Quarterly 36 no 2 (1994): 101-110.

Highfield, Ron. "Dangers, Challenges, And Rewards of a Life of Ministry: Autobiographical Reflections," October, 31, 2008 (HUGSR, Chapel, W.B. West Lectures)

Marrs, Rick. "Micah and the Task of Ministry." Restoration Quarterly 30 (1988) : 1-16.

Marty, Martin. "Conflict and Conflict Resolution." The Living Pulpit. 3 no 3 (1994): 12-13. (I did not include this one in the packet)

Thompson, James. "Ministry in the New Testament." Restoration Quarterly 27 (1984): 143-156.

Willis, Timothy M. " 'Obey Your Leaders': Hebrews 13 and Leadership in the Church." Restoration Quarterly 36 no 4 (1994): 317-326.

Wink, Walter. "The Gospel and Conflict." The Living Pulpit. 3 no 3 (1994): 14-15.

Dale, Robert. "Managing Christian Institutions," in Church Administration Handbook, Broadman Press, 1985, pp. 11-31.

Dale, Robert. "Working with People," in Church Administration Handbook, Broadman Press, 1985, pp. 66-79.

Dale, Robert. "Managing the Minister's Personal Life," in Church Administration Handbook, Broadman Press, 1985, pp. 285-306.

The following articles are in Leadership, Spring 1998

Willimon, William. "The Day Rev. Henderson Bumped His Head," pp. 39-41

Hansen, David. "War of the Baseball Caps," pp. 54-59

Preston, Gary. "Resisting the Urge to Hit Back," pp. 60-64

A packet of material dealing with Financial Responsibility in Ministry is also found in the "Course Readings" on the WebCT homepage.

2. Exams-- For c and d exams below **please send me the name and email address of someone who will proctor the exam for you.** This person must not be a family member. You will take the exams in the presence of the proctor. Please send me this name and email by **January 22nd.**

a. Quiz **March 24<sup>th</sup>**

Shawchuck book (Chapters 1-7 Multiple Choice)

b. Quiz **March 31<sup>st</sup>**

Shawchuck book (Chapters 8-16 Multiple Choice)

c. Multiple Choice Exam over assigned readings on **February 24<sup>th</sup>.**

All the articles and readings assigned to this point in the class beginning with Marrs and ending with Coco (see schedule below) will be on this test.

At this point you will not be held accountable for the online lectures.

d. Final Exam **April 28<sup>th</sup>**

Class Notes

Assigned Articles

The exam is primarily Multiple Choice.

3. Research Paper:

Write a paper on "Foundational Principles in Ministry." Treat a "principle" as a generalized truth drawn from Scripture, experience and research. Interview **four or five persons who have at least ten years experience in local church ministry.** Develop a set of provocative questions in advance that you would like to ask each minister. **Each interview should take place in an interpersonal setting and should be at least 40 to 50 minutes.** In an appendix devote a brief paragraph giving biographical information regarding each person interviewed.

In addition to the interviews, use written resources and your own ministry experiences to support or expand the principles that you set forth in this paper. All of these resources should be integrated into a formal term paper (use Turabian). Give **at least fifteen principles explaining each principle and suggesting possible applications.** The paper will be graded on the basis of form, style, content and application to ministry. Fifteen to twenty pages in length. **Due April 14<sup>th</sup>.**

Grading of the research paper based on the following components:

Organization –

Interviews –

Incorporated Personal Experiences and Observations –  
Writing style –  
Turabian –  
Content –  
Theologically informed –  
Related to the practice of ministry –  
Quality resources used (limit web resources from 4-5.  
Need to have 15-20 sources that you use) –

## Grading

### A. Book Reviews

1. 75 points each Xs 2 reviews
2. Total = 150 points

### B. Exams: 200 points

### C. Weekly Discussion = 25-30 points each week

### D. Research Paper = 200 points

## Schedule

Week	Subject	Assignment
Jan 4-8	Introduction	
Jan 11-15	Biblical Perspectives on Ministry Tom Long's "Call to Ministry" Sermon Audio	<b>Read Highfield (2008)</b>
Jan 18-22	Biblical Perspectives on Ministry	<b>Read Marrs (1988); Thompson (1984); Bennett (1981); Crisp (1993)</b> <b>Send name and email of Proctor by Jan 22<sup>nd</sup></b>
Jan 25-29	Discipleship and the Burden of Ministry	<b>Dale (1985; three chaps)</b>
Feb 1-5	Conflict Management/Part 1	<b>Read Conflict articles in <u>Leadership</u> ('98). Also conflict articles by Marty ('93); Wink ('94); One article in <u>Mediation Training Manuel</u>: "Conflict Creation"</b> <i>Review of Accompany Them</i> Due Wed Feb. 3 <sup>rd</sup>
Feb 8-12	Conflict Management/Part 2	
Feb 15-19	Research in Congregational Studies	
Feb 22-26	Financial Responsibility in the Church and Ministry	<b>Coco (2004)</b> <b>Exam over Readings Feb24<sup>th</sup></b>
March 1-5	<b>On Campus Intensive Courses/ No On-line Lecture</b>	
March 8-12	<b>Spring Break</b>	
March 15-19	Developmental Stages of Ministry	<i>Review of God's Potter</i>

		<b>Wed March 17<sup>th</sup></b>
March 22-26	Issues of Authority	Quiz over Shawchuck chs 1-7 <b>Wed March 24<sup>th</sup></b>
Mar 29-Apr 2	Authority of Elders	<b>Ferguson (1975)</b> <b>Willis (1994)</b> Quiz over Shawchuck chs 8-16 <b>March 31<sup>st</sup></b>
April 5-9	Special Occasions: Funerals and Weddings	Review from Book Review List <b>Wed April 7<sup>th</sup></b>
April 12-16	Sexual Temptations in Ministry Read Jordan Coss' research paper	Research Paper Due Wed <b>April 14<sup>th</sup></b> <b>Flatt (1994)</b>
April 19-23	Profiles of Ministry Group Interpretation	
April 26-30	Final Exam (On Wednesday, <b>April 28<sup>th</sup></b> )	

**Study Guide Questions from Articles by  
Marrs, Thompson, Bennett, Crisp, Coco, Dale**

1. What are several goals implicit in Micah's ministry as identified in the article by Marrs?
2. Where, according to Marrs, does Micah take his stand in ministering to the people?
3. What is the model of ministry that is depicted in the Gospels, according to Thompson?
4. Despite the diversity in the NT regarding the view of ministry, there is consistency. What are three elements of consistency that Thompson identifies?
5. What was McGarvey's position on located preachers? Why?
6. What was McGarvey best known for?
7. What did McGarvey believe the relationship was between the elders and the evangelist?
8. According to Bennett, what was one of the most significant contributions McGarvey made to the church?
9. Crisp believes that ministry is in danger of becoming a helping profession. Why?
10. What does Crisp mean by "apostolicity"?
11. Crisp uses Richard Niebhhr's taxonomy of four things that are necessary for a church to have a clear understanding of ministry. The ministers Crisp interviewed had only one of those four. What was the one? Did Crisp view this as a danger sign?
12. What should provide the framework for doing ministry according to Crisp?
13. Be able to identify an example of indirect compensation Coco gives.
14. What are the factors that contribute to ministerial compensation, according to Coco?
15. Be familiar with Robert Dale's cycles churches go through.
16. What are the factors Dale says contributes to stress?

**Questions from Conflict Articles**

1. What does Marty mean by treating conflict politically?
2. How does Wink interpret Matt 5:38-41: "Do not resist one who is evil?"
3. Why is conflict resolution only half the task of the peacemaker?
4. In the article "Understanding Conflict" be able to describe the relationship between the three components in conflict: people, process and problems.

Book Review List  
Books and Articles for Congregational Ministry

- Anderson, Leith. Dying for Change. Minneapolis: Bethany House, 1990.
- Anderson, Lynn. "Why I've Stayed." Leadership. Summer (1986): 76-82.
- Armstrong, Richard Stoll. The Pastor-Evangelist in the Parish. Louisville: Westminster/John Knox Press, 1990.
- Barna, George. The Power of Vision: How You Can Capture & Apply God's Vision for Your Ministry. Barna Research Group, 1992.
- Bennett, Weldon. "J. W. McGarvey's Concept of the Ministry." Restoration Quarterly 24 no. 3 (1981): 167-174.
- Bierly, Steve, R. Help for the Small-Church Pastor. Grand Rapids: Zondervan, 1995.
- Bratcher, Edward. The Walk-On-Water Syndrome. Waco: Word Books, 1984.
- Burt, Steven E. and Roper, Hazel Ann. The Little Church That Could: Raising Small Church Esteem. Valley Forge: Judson Press, 2000.
- Camp, Lee C. Mere Discipleship: Radical Christianity in a Rebellious World. Grand Rapids: Brazos Press, 2003.
- Campolo, Tony. The Success Fantasy. Wheaton: Victor, 1980.
- Carroll, Jackson W. As One With Authority: Reflective Leadership in Ministry. Louisville: Westminster John Knox Press, 1991.
- Casey, Shaun. "Scholarship and Ministry." Restoration Quarterly 29 (1987): 153-161.
- Coco, Malcolm, Coburn, Tim, Siburt, Charles. "Ministerial compensation Among Churches of Christ in the United States." Restoration Quarterly 46 no 1 (2004): 29-50.
- Concklin, Robert. How to Get People to Do Things. Chicago: Contemporary, 1979.
- Covey, Stephen, R. et al. First Things First. New York: Simon & Schuster, 1994.
- Crisp, Joe. "Toward a Theology of Ministry for Churches of Christ." Restoration Quarterly 35 no. 1 (1993): 9-19.

- Cueni, R. Robert. What Ministers Can't Learn in Seminary: A Survival Manual for the Parish Ministry. Nashville: Abingdon, 1988.
- Dale, Robert. Surviving Difficult Church Members. Nashville: Abingdon, 1984.
- Dawn, Marva, and Eugene Peterson. The Unnecessary Pastor: Rediscovering the Call. Grand Rapids: Eerdmans, 2000.
- Dittes, James E. When the People Say No. San Francisco: Harper and Row, 1979.
- Dorr, Luther M. The Bivocational Pastor. Nashville: Broadman Press, 1988.
- Eckert, Richard E. The Stress Myth: Why the Pressures of Life Don't Have to Get You Down. Downers Grove: Inter Varsity Press, 1985.
- Exley, Richard. Perils of Power. Honor books, 1988.
- Flatt, Bill. "The Misuse of Power and Sex in Helping Relationships." Restoration Quarterly 36 no 2 (1994) : 101-110.
- Ferguson, Everett. "Authority and Tenure of Elders." Restoration Quarterly 18 no 3 (1975): 142-150.
- Ferguson, Everett. The Church of Christ: A Biblical Ecclesiology for Today. Grand Rapids: Eerdmans, 1996.
- Foster, Richard J. Money, Sex & Power. San Francisco: Harper & Row, 1985.
- Gibbs, Eddie. Church Next: Quantum Changes in How We Do Ministry. Downers Grove: InterVarsity Press, 2000.
- Gray, Patrick T. "Ministry in the New Testament and the Early Church." Consensus 12 (Spring 1986): 53-70.
- Gaede, Beth Ann, ed. Size Transitions in Congregations. Alban Institute, 2001.
- Grubbs, Bruce. The First Two Years: A Pastor's Guide to Getting Started in a Church. Nashville: Convention Press, 1979.
- Harris, John C. The Minister Looks for a Job. Washington, DC: The Alban Institute, 1977.

- Hart, Archibald D. Coping with Depression in the Ministry and Other Helping Professions. Word, 1984.
- Hart, Larry. "Some Theological Observations on Ministry." Restoration Quarterly 27 no. 2 (1984) : 93-106.
- Hauerwas, Stanley M. and William H. Willimon. Resident Aliens. Nashville: Abingdon, 1989.
- Hauerwas, Stanley M. and William H. Willimon. "The Limits of Care: Burnout as an Ecclesial Issue." Word & World 10 no. 3 (1990): 247-253.
- Hoge, Dean R. and Jacqueline E. Wenger. Pastors in Transition: Why Clergy Leave Local Church Ministry. Grand Rapids: Eerdmans, 2005.
- Hughes, Kent and Barbara. Liberating Ministry From the Success Syndrome. Wheaton: Tyndale, 1987.
- Jung, L. Shannon and Agria, Mary A. Rural Congregational Studies: A Guide for Good Shepherds. Nashville: Abingdon, 1997.
- Kimball, Dan. The Emerging Church: Vintage Christianity for New Generations. Zondervan, 2003.
- Malherbe, Abraham J. Paul and the Thessalonians: The Philosophic Tradition of Pastoral Care. Philadelphia: Fortress, 1987.
- Marrs, Rick. "Micah and the Task of Ministry." Restoration Quarterly 30 (1988): 1-16.
- McCarty, Doran C. Leading the Small Church. Nashville: Broadman and Holma Publishers, 1991.
- McNeal, Reggie. A Work of Heart: Understanding How God Shapes Spiritual Leaders. San Francisco: Jossey-Bass, 2000.
- Miller, Kevin A. Secrets of Staying Power: Overcoming the Discouragement of Ministry. Waco: Word, 1988.
- Narramore, Clyde M. Why a Christian Leader May Fall. Westchester, IL: Crossway Books, 1988.
- Olson, Ginny, Diane Elliot, and Mike Work. Youth Ministry Management Tools. Grand Rapids: Zondervan Youth Specialties, 2001.

- Osborne, Larry W. "Negotiating a Fair Salary," Leadership 8 no 1 (1987): 84-88.
- Percy, Harold. Your Church Can Thrive: Making the Connections that Build Healthy Congregations. Nashville: Abingdon, 2004.
- Peterson, Eugene H. Five Smooth Stones for Pastoral Work. Atlanta: John Knox Press, 1980.
- Peterson, Eugene H. Under the Unpredictable Plant: An Exploration in Vocational Holiness. Grand Rapids: Eerdmans, 1992.
- Powers, Bruce, ed. Church Administration Handbook. Nashville: Broadman, 1985.
- Sample, Tex. Ministry in an Oral Culture: Living with Will Rogers, Uncle Remus, and Minnie Pearl. Louisville: Westminster John Knox Press, 1994.
- Schaller, Lyle E. Create Your Own Future! Alternative for the Long-range Planning Committee. Nashville: Abingdon Press, 1991.
- Schaller, Lyle E. Small Congregation, Big Potential: Ministry in the Small Membership Church. Nashville: Abingdon Press, 2003.
- Senter III, Mark. Recruiting Volunteers in the Church. Wheaton: Victor Books, 1990.
- Swenson, Harriet Kerr. Visible and Vital: A Handbook for the Aging Congregation. New York: Paulist Press.
- Thompson, George B. How to Get Along with Your Church: Creating Cultural Capital for Doing Ministry. Cleveland: Pilgrim Press, 2001.
- Thompson, James. "Ministry in the New Testament." Restoration Quarterly 27 (1984): 143-156.
- Thompson, James. Pastoral Ministry According to Paul: A Biblical Vision, Grand Rapids, Baker, 2006.
- Trebilcock, Robin. The Small Church at Large: Thinking Local in a Global Context. Nashville: Abingdon Press, 2003.
- Williams, Joel Stephen. "The Ministry and Scholarship." Restoration Quarterly 36 no. 3 (1994): 173-181.

Willis, Timothy M. " 'Obey Your Leaders': Hebrews 13 and Leadership in the Church." Restoration Quarterly 36 no 4 (1994): 317-326.

Wuthnow, Robert. God and Mammon in America. New York: Free Press, 1994.

## **Philosophy and Practice of the Book Review<sup>1</sup>**

Reviewing books is a scholarly activity whose importance is easily overlooked. Writing and reading books, important at these are, would soon lose all meaning if no attempt were made to evaluate what has been written regarding accuracy, honesty and significance. Book reviews are the only way professionals have to identify the shoddy, inaccurate, or dishonest books from among the thousands of books published each year. The task of writing book reviews is even more crucial in light of the fact that the number of published books and articles vastly exceeds the reading capacity of any individual. Thus we all depend on the expertise of others in the religious and theological community for guidance about what to read or to avoid reading from among all that is printed.

A REVIEW is NOT a “Book Report.” *In general*, a “Book Report” tells the reader *what the author/book SAYS*, while a Book Review tells the reader *what the author/book DOES*. That is, a Book Report recites or reports on the information which the Book provides. A Book Review, on the other hand, introduces the information of the book briefly, then goes on to Review (1) what the author believes about his subject (his thesis); (2) how he goes about demonstrating (“proving”) his thesis; (3) how *well* the author achieves his purposes; and (4) what the value of the book is / will be to the scholarly community. Most reviews appear in scholarly journals which impose limits on the length of the review, usually around 1500 words or roughly twelve average paragraphs. This will NOT be our standard however. You will write 3-4 double spaced pages, and your Review should contain more information about what the author SAYS about his subject (the information provided) than would ordinarily be found in a standard scholarly review.

The well-conceived review begins with a sentence designed to catch the reader's attention. Avoid the pedestrian “The book . . .” or “This book . . .”. A sketch of the book's contents should fill the first page or page and a half. This will provide enough information to allow your reader (me!) to place the book according to its subject, aim, thesis, and place in biblical / religious / theological literature.

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<sup>1</sup> Thanks to Janet M. Fortner, whose work is here used and adapted with her kind permission.

Several paragraphs should classify the book according to its thesis and approach. What is the thesis and what are the methods and materials used to support it? Other paragraphs should focus on the author's main contentions with a short discussion of their implications.

Later paragraphs will provide Critique. You will depend upon those who have reviewed the book before you have. These reviewers are experienced scholars. However, you should summarize your major objections, and the shortcomings you have found. Briefly describe any major factual or interpretive errors, if there are any in your opinion. Be careful here, however: what may appear as shortcomings to you may in fact not be for one reason or another. Unless there is an abundance of typographical errors, do not bother to mention these in a review.

Most of the remaining paragraphs should range over a broader field. How is our knowledge of the subject changed by this book? What are its implications for further research (i.e., is it heuristic)? Does the author point out “holes yet to fill?” This section may require more expertise than you possess at the moment. To compensate, the last part of every review will be devoted to a review of reviews. Specifically what do other reviewers say about the book and its strengths or weaknesses. Find 3 reviews of each book you review, and reflect the views of the reviewers in your review (documenting, of course, with footnotes). You will **attach a copy of the reviews** you use to the back of your Review.

In addition, there needs to be an incorporation of any relevant biographical information regarding the author and his scholarly record. This may appear as a paragraph in your review, or you may wish to weave such information into the review at appropriate places.

## Writing a Critique / Book Review 2.0

By Carisse Mickey Berryhill  
Harding Graduate School Library

### Prewriting

1. Select a book.
2. Clarify the assignment.
3. Read the book.
4. Collect pertinent material from inside and outside the book.
  - a. Make notes so you can **identify the purpose** of the book: identify the author, the subject, the intended readers. Inside the book, look at front matter, cover, preface, table of contents, indexes, and bibliographies. Outside the book, look at biographical dictionaries, subject bibliographies, yearbooks and almanacs, encyclopedias.
  - b. Make notes so you can **describe the process** of the book: describe what data is used, what method of analysis the author employs, what conclusions are presented to the readers. Inside the book, use the text, headings, appendices, tables and figures, indexes, bibliographies. Outside the book, look at reviews and critiques of the book.
  - c. Make notes so you can **assess the system of values** embedded in the book. Evaluate its biases and presuppositions, its “fit” in its academic discipline or type of study, and the credibility of the work among its readers. Inside the book, use citation clusters, tone, persona, connotation, and subtextual clues. Outside the book, use book reviews, encyclopedias, book review indexes, and citation indexes.

### Finding Material about Books for Book Review Assignments

(Keyed to the Levels of IDeA)

by Carisse Mickey Berryhill, Ph.D.

Harding University Graduate School of Religion

<u>IDeA Level</u>	<u>Inside the Book</u>	<u>Outside the Book</u>
1. <b>Identify</b> the purpose	Front matter Cover Preface Indexes Bibliographies	Encyclopedias Yearbooks, almanacs Subject bibliographies Biographical dictionaries
2. <b>Describe</b> the process	Text Headings Appendices Tables and Figures Indexes Bibliographies	Reviews, critiques
3. <b>Assess</b> the system of values	Subtext Connotation Tone, persona Citation clusters	Reviews, review articles Encyclopedias Book review indexes Citation indexes

## **IDeA: A Heuristic Model for Prewriting Critical Book Reviews**

*Because professional book reviewing requires a level of analysis beyond summary, a systematic way to uncover aspects of the book being reviewed can be very helpful. Such a discovery method is called a “heuristic.” The model presented here combines research materials from James Moffett and from the team of Richard Young, Alton Becker, and Kenneth Pike.*

Moffett points out the triangular relation of author, audience, and subject. Young, Becker, and Pike have described the value of shifting one’s level of perspective on a subject to generate things to say about it: any subject can be viewed as a static item, a dynamic relation, or a complex system. A reviewer may identify the static features of the book, describe its processes, and ultimately assess its position in its field. From these three increasingly sophisticated levels of analysis, I derive the mnemonic acronym IDeA: identify, describe, and assess.

To begin with, the reviewer must identify the subject, the author, and the audience for the work. The triangle formed by these three components may be called “purpose.” Sources within the work for this identification are its front matter (cover, title page, table of contents, book jacket, prefatory remarks) and back matter (indexes, bibliographies). In the library, the reviewer may consult encyclopedias, yearbooks, almanacs, subject bibliographies, and biographical reference works.

At the intermediate or textual level, the reviewer must describe the data, the analysis of the data, and the conclusions drawn in the book. The triangle formed by these components may be called “process.” It is congruent with the top-level triangle because the subject supplies the data, the writer analyzes the data, and the audience is led to draw conclusions. Sources within the book for this analysis include the text itself, with headings, tables and figures, and appendices. Library tools are reviews and critiques.

At the deepest or subtextual level, the reviewer must assess the fit of the item in the subject literature of which it is a part, the biases or presuppositions of the author, and the credibility to the audience of the argument and presentation. The triangle formed by these three components may be labeled “value system.” Intratextual sources for this analysis include such subtextual features as connotation, tone, persona, and citation clusters. Appropriate library tools would be reviews, encyclopedias, subject bibliographies, book review indexes and digests, and citation indexes.

If a reviewer can recall the basic triangle of writer, subject, and audience, and then use the IDeA acronym to recall “identify, describe, and assess,” it is not difficult to reconstruct the entire heuristic model wherever and whenever it is needed. Having generated questions and collected information, the reviewer can compose a critical review which goes beyond bare summary to considerations of intention, presupposition, argumentation, and achievement.

By Carisse Mickey Berryhill, Harding Graduate School Library, April 18, 1995.