

## APPENDIX C

### DOING A SELF-STUDY OF YOUR CONGREGATION'S LIFE, MINISTRY AND MISSION

Congregations are encouraged to reflect on their mission and strategy in order to identify their needs and opportunities for ministry. Such self-study is best followed by setting appropriate goals, establishing priorities and developing plans. Under the leadership of the Spirit of God, these activities will lead congregations toward greater faithfulness and effectiveness in accomplishing God's mission and ministry.

This self-study package contains four tools:

- 1. "Toward Measurement of Congregational Health"**  
One person or small committee gathers some basic congregational data. Four diagnostic indicators in the area of worship, Bible study, outreach and service provide clues to congregational health.
- 2. "Toward Identifying Needs for Ministry"**  
One person or small committee gathers additional data that helps to provide a clearer picture of the congregation and its priorities.
- 3. "The Major Areas of Our Congregation's Life and Ministry"**  
The Church Council or Board of Elders may be asked to complete this section.
- 4. "Additional Resources"**  
Your Circuit Counselor is your primary resource person. Your Mission and Ministry Facilitator (see name in front of this manual) can also provide other resources useful in assessing congregational health, pastoral needs, and community demographics. Contact him for this assistance.

Congregational leaders may then study and interpret the information gathered by these tools, identifying the strengths and weaknesses of the congregation and the needs and opportunities for ministry. The information and the interpretation should be shared with the congregation's members, who are also invited to share their responses.

It is recommended that an experienced resource person from outside the congregation be invited to study and interpret the information gathered by these tools. Your MMF may be helpful in this process.

From the study and interpretation, the congregation may then move on to goal-setting, prioritizing and planning for ministry.

NOTE: IT IS EXTREMELY HELPFUL FOR THE PASTOR BEING CALLED BY YOUR CONGREGATION TO RECEIVE THESE STUDIES, ALONG WITH THE OFFICIAL CALL DOCUMENTS IN SECTION V.

## 1. TOWARD MEASUREMENT OF CONGREGATIONAL HEALTH

By the Gospel (in Word and Sacrament) the Holy Spirit calls, gathers, enlightens and sanctifies the Holy Christian Church and keeps it with Jesus Christ in the one true faith. In the Church He daily and richly forgives all sins to all believers.

This activity of the Holy Spirit is experienced in a congregation of God's called and gathered people. As the Spirit enlightens, sanctifies and keeps His people by worship and the nurture of the Gospel, He motivates and equips them for His/their ministry of witness and service (to one another and to others).

A healthy congregation is one in which "the Gospel is preached in its purity and the Holy Sacraments are administered according to the Gospel" (Augsburg Confession VII); one in which the people are meaningfully involved in worship, nurture, witness, service and outreach.

The health of a congregation is difficult to measure, since it has to do with worshipping God "in Spirit and in truth" (John 4:23) and with nurture/growth in faith and in the knowledge of Jesus Christ toward "mature manhood" and toward "the measure of the stature of the fullness of Christ" (Ephesians 4:13).

However, there are indicators of congregational health that can be measured. It is something like the human body. Such things as body temperature are clues or indicators of health or illness, but do not by themselves prove health nor identify an illness. Similarly, the indicators of congregational health used in this instrument are items of information that give CLUES about the health of a congregation, but do not by themselves prove health nor identify a problem. These indicators require further probing and more thorough interpretation.

Such probing and interpreting usually is most helpful when both the members of the congregation and "outsiders" take a common look at the indicators. In taking this common look, a congregation's indicators should be compared only with that congregation's indicators of other years, not with other congregations' indicators.

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On the following chart, the "Tomorrow" columns may be used to project current trends, to set desired goals, or may be omitted.

"Composite Membership" figures are obtained by adding Baptized Membership plus average Sunday Worship Attendance plus Average Weekly Bible Study Attendance, then dividing this total by 3.



**2. TOWARD IDENTIFYING NEEDS FOR MINISTRY**

1. What is the number of your resident members in each of the following age categories?

- |                  |                   |
|------------------|-------------------|
| a. 0 – 5 _____   | i. 71 – 80 _____  |
| b. 6 – 10 _____  | j. 81 – 90 _____  |
| c. 11 – 20 _____ | k. 91 – 100 _____ |
| d. 21 – 30 _____ | l. 100+ _____     |
| e. 31 – 40 _____ |                   |
| f. 41 – 50 _____ |                   |
| g. 51 – 60 _____ |                   |
| h. 61 – 70 _____ |                   |

2. What is the number of your resident members in each of the following categories?

- a. \_\_\_\_\_ Husbands and wives living together with children under 18 at home
- b. \_\_\_\_\_ Husbands and wives living together with no children under 18 living at home
- c. \_\_\_\_\_ Single Adults
- d. \_\_\_\_\_ Widows and widowers living alone
- e. \_\_\_\_\_ One-parent households with children at home
- f. \_\_\_\_\_ Others

3. What percentage of the congregation's membership is from minority groups?  
\_\_\_\_\_ %

4. What is the median age of the congregation's membership? (1/2 this age or older and 1/2 this age or younger.)

Median Age: \_\_\_\_\_

5. What percentage of the congregation's dollar receipts was given to mission and ministry outside the congregation for each of the last 5 years?

5 years ago \_\_\_\_\_ 4 years ago \_\_\_\_\_ 3 years ago \_\_\_\_\_

2 years ago \_\_\_\_\_ Last year \_\_\_\_\_

6. What percentage of the giving units accounted for 50% of the dollar receipts from the membership last year? \_\_\_\_\_%
7. List the names and dates (years of service of pastors who have served this congregation since its founding.)

**3. THE MAJOR AREAS OF OUR CONGREGATION'S LIFE AND MINISTRY**

**WORSHIP**

1. The following resources are often used in our worship service(s): (check all that apply)

Lutheran Service Book     Lutheran Book of Worship  With One Voice

The Lutheran Hymnal     Worship Supplement     The Other Song Book

Lutheran Worship     Creative Worship Resources     Write Own

Hymn Supplement 98     Download hymns/songs from internet

Other (list resources) \_\_\_\_\_

2. Our children/youth are involved in worship by:

3. Our congregation's primary worship practices: (Check all that apply)

Traditional     Contemporary     Highly Liturgical     Blended

4. These choirs, musical groups and organists are active in our congregation:

5. Lay people in our congregation serve in the following worship roles: (Check all that apply)

Acolytes     Ushers     Readers     Worship Assistants

Worship Leaders     Greeters     Cantor     Communion Assistants

Altar Guild     Other: (list)

7. The percentage of our members who communed at least once in the previous year is:

Communed Once

Confirmed Membership x 100 = \_\_\_\_\_%

8. We use the following media in our worship services:

\_\_\_\_\_ Organ

\_\_\_\_\_ Electronic Projection of Worship Service

\_\_\_\_\_ Guitar(s)

\_\_\_\_\_ Power Point Presentation

\_\_\_\_\_ Video (Tape, CD)

\_\_\_\_\_ Keyboard/Electric piano

\_\_\_\_\_ MIDI

\_\_\_\_\_ Wired/Wireless Microphones

\_\_\_\_\_ Hymnal

\_\_\_\_\_ Printed Order of Service

Other: \_\_\_\_\_

\_\_\_\_\_

9. Other information about our worship style or structure we want our pastor elect to know:

**EVALUATION AND ANALYSIS OF MISSION POTENTIAL  
(To Be Completed by District Subsidized Congregations)**

1. Name and location of community.
2. Recent, current and projected population statistics (according to census tracts, planning areas, legislative districts or whatever is used by local government planners).
3. Recent, current, and projected population's age, family and ethnic characteristics (according to census tracts, etc.).
4. Recent, current and projected governmental decisions concerning:
  - a. extension of water and sewer lines
  - b. zoning
  - c. residential, commercial and industrial development
  - d. new roads and improvement of roads
5. Information on industries planning to come into the area and number of new people to be employed; on existing industries planning to expand and number of additional people to be employed.
6. Describe economic base for area.
7. Current and projected housing starts, including breakdown according to type (single family homes, townhouses, apartments, mobile homes).
8. List of other Lutheran churches in the general area, with information on Synodical affiliation, size and vitality.
9. Churched/unchurched population percentages.
10. Is there any other information that might be helpful to the pastor considering your Call? If so, please include such information.
11. Include a detailed map of the area.

**EVANGELISM AND WORLD MISSIONS**

1. Our mission or purpose statement is:
  
  
  
  
  
  
  
  
  
  
2. We conduct these intentional outreach activities (List activities and number of people involved in each. -- The question to be answered here is: what activities/ministries is our congregation doing that help bring people to Christ?):

Activity:

Number involved:

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_

3. Our congregation makes visitors feel welcome at our church by:
  
  
  
  
  
  
  
  
  
  
4. The number of Adult Confirmation Classes we conduct annually is: \_\_\_\_\_.  
Who teaches these classes? (e.g., pastor(s), DCE, layperson)

\_\_\_\_\_

The number of adults we confirmed in each of the last four years is:

_____ Year	_____ # of Adults
_____ Year	_____ # of Adults
_____ Year	_____ # of Adults
_____ Year	_____ # of Adults

5. Our congregation is involved in ministry beyond our own parish (community, state, nation, world) by:

## CHRISTIAN NURTURE

1. These ministries, agencies and auxiliaries are active in our congregation (check all that apply):

<input type="checkbox"/> Sunday School	<input type="checkbox"/> Small Groups
<input type="checkbox"/> Adult Bible Class	<input type="checkbox"/> Mothers Day Out
<input type="checkbox"/> V.B.S.	<input type="checkbox"/> LWML
<input type="checkbox"/> Midweek School	<input type="checkbox"/> LLL
<input type="checkbox"/> Lutheran Youth Fellowship	<input type="checkbox"/> PTL
<input type="checkbox"/> Christian Day School	<input type="checkbox"/> Other (please list)
<input type="checkbox"/> Youth Group	
<input type="checkbox"/> Day Care	
<input type="checkbox"/> Pre-School	

2. We offer adults these formal programs for Christian growth:

LifeLight       Crossways       Bethel Bible Study  
 Sunday Morning Bible Study       Other: \_\_\_\_\_  
 Stephen Ministry

3. The percentage of our confirmed members involved in formal Bible Study:

Bible Study Enrollment  
Confirmed Membership x 100 = \_\_\_\_\_%

4. The percentage of our baptized children enrolled in all forms of Christian education is:

(Baptized Membership) - (Confirmed Membership) = Baptized Children

Sunday School Enrollment  
Baptized Children x 100 = \_\_\_\_\_%

Christian Day School Enrollment  
School-age Children x 100 = \_\_\_\_\_%

Midweek School Enrollment  
Baptized Children x 100 = \_\_\_\_\_%

## FELLOWSHIP

1. We incorporate (assimilate) new members into the fellowship of our congregation by:
2. These fellowship groups are active in our congregation:  
(e.g., Senior - Singles - Couples - Other)
3. We held these fellowship activities in the last year:
4. These interest groups are active in our parish:  
(e.g., Scouting - Athletics - Quilting - Aerobics - Other)
5. We have had conflicts in our congregation that have influenced our church life and have disrupted unity. These are the events and the results:

## STEWARDSHIP AND FINANCE

1. Members are asked to make a financial and service commitment annually by:
  
2. We teach Christian stewardship in our congregation by:
  
3. Our congregation teaches and practices the principle of tithing.  
( ) Yes ( ) No
  
4. Our budget is developed by ... (what group or individual):
  
5. The number of giving units (e.g., husband and wife/single adults) we have is:
  
6. Our budget allocations are shown by these percentages:

Missions	_____%
Education	_____%
Salaries	_____%
Worship	_____%
Facility & Utilities	_____%
Debt	_____%
Youth Ministries	_____%
Care Ministries	_____%

- a. Our day school budget is \$\_\_\_\_\_.
  - b. Our total current capital indebtedness is \$\_\_\_\_\_.
7. Our Per-Communicant giving:  
  
$$\frac{\text{Contributions (All Purposes)}}{\text{No. of Communicant Members}} = \$\_\_\_\_\_\_ \text{ per communicant}$$
  
  8. The sources of our income are: (Check all that apply)

___ Members' Gifts	___ Rentals
___ Endowments	___ Gifts from Corporations
___ Tuition	___ Fund Raisers
___ Subsidy	___ Memorials
___ Investment Income	___ Other
___ Legacies	

9. Our record of giving for all-purposes during the past four years:

<u>YEAR</u>	<u>AMOUNT BUDGETED</u>	<u>AMOUNT RECEIVED</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

10. Total amount of money sent for missions through District/Synod last year:  
\$ \_\_\_\_\_

11. Total amount of money sent for missions directly to Synod last year:  
\$ \_\_\_\_\_

12. Total amount of money sent directly to our seminaries/universities/colleges:  
\$ \_\_\_\_\_

## SERVICE

1. Our congregation helps its members identify and use their talents and gifts by:
  
2. Our congregation has served the human needs of our community (e.g., poor - homeless - unemployed - catastrophe) by:
  
3. Our congregation is organized to meet the physical needs of its members by:
  
4. Describe your congregation's structure of official boards and committees, or attach a copy of your Bylaws.
  
5. Our congregation participates in training of members for Caring Ministry through:  
  
\_\_\_\_\_ Stephen Ministries      \_\_\_\_\_ Other
  
6. These community groups are active in our building:  
(e.g., A.A., Bloodmobile, Service Organizations, Other)

## **ONE CONGREGATION'S UNDERSTANDING OF ITSELF AND EXPECTATIONS OF THE PASTOR**

The following paragraphs offer a way in which one congregation (Fictional name: Shalom Lutheran Church) gave expression to its understanding about its own history, direction and needs, and how these translated into a set of expectations for its next pastor.

### **OUR PERSPECTIVE OF SHALOM LUTHERAN CHURCH'S MINISTRIES AND PASTORAL NEEDS**

During our \_\_\_\_ year history we have been richly blessed with pastors who, through the leading of the Holy Spirit, have preached and taught us God's Word, and who have faithfully administered the Sacraments for our spiritual strengthening. We pray for a pastor who will continue to serve the Lord at Shalom Lutheran Church in this same manner.

Also, we have been blessed by stimulating and varied settings for worship. Our Director of Music, \_\_\_\_\_, serves a dual calling to the church and to Shalom Lutheran School. He actively participates with the pastor in planning worship services around a variety of Lutheran liturgies that often includes choirs and accompaniment by piano, organ, stringed and brass instruments. As yet, we have not planned for purchasing the new hymnal, but we anticipate beginning the process soon. Presently, we have a single worship on Sunday, although if our growth in attendance continues, we will return to two services because of seating and parking limitations. We pray for a pastor who enjoys variety in worship and who will continue to lead in its planning and preparation.

Our congregation follows a planning process for most of its 10 departments that is structured according to program areas and long-range and short-range objectives. The programs are being implemented by lay leadership and active committees involving more than 125 people. The scope and effectiveness of this planning process will benefit from a continuing pastoral involvement in which the pastor serves as a resource person in planning and a motivator in attaining successful implementation. We pray for a pastor who has leadership and organizational skills to help provide ideas, give encouragement and develop the God-given skills of members.

Shalom Lutheran Church places much emphasis on Christian education. We support Shalom Lutheran School, which has a program for kindergarten through grade eight. For adults we normally have two Sunday morning Bible studies, four mid-week Bible studies in homes, and a core of members who have been trained and are capable of leading studies. Our Sunday School in the pre-confirmation ages could benefit from regular pastoral involvement in teaching God's Word and encouraging its study. In addition, our worship service has occasionally included special object lessons and songs for young children, and this has been a special blessing to our youth. We pray for a pastor who supports Christian education at all

age levels and will be an active participant in both our parish and parochial education program.

Our congregation, perhaps because of its urban setting, has need for all types of counseling. The membership has benefited from skilled professional counseling by our previous pastor and the congregation has supported seminars and workshops for improving his counseling skills. We pray for a pastor who is willing and able to counsel others.

Our area is also one where people move rather frequently. We perceive our congregation as being very friendly toward strangers and welcome those who visit and those who wish to join us. We have a process administered by the Board of Elders for introducing, informing and integrating new members into active parish life. We welcome members of all nationalities and ethnic backgrounds and in recent years we have been blessed by an increasingly diverse heritage. Usually new members are asked to participate in important committees within a few months after joining. Among our organizations that provide fellowship opportunities, along with other important functions, are the Mary and Martha Guild, made up of five circles, the Shalom Adult Fellowship, the Young Adult Fellowship, the Lutheran Youth Fellowship, Scouting, adult and youth choirs, Thrivent Financial for Lutherans Branches. We pray for a pastor who is warm, friendly and loving in his interaction with people and who can stimulate those feelings in others. We also pray for a pastor who values fellowship and has the capacity to direct its use to the spiritual up-building of our members.

Historically, we have been served by a staff consisting of the pastor, a part-time (called) Director of Music, a full-time secretary and a part-time janitor. The seven teachers who belong to Shalom have voluntarily teamed together to support the pastor and have followed the practice of meeting at least twice a year to evaluate their roles in the parish. Recently, we began the process of calling an associate pastor to work primarily in Christian education and youth ministry. This process has now been stopped until the senior pastoral office is again filled. At that time we probably will be receptive to calling a second pastor. We pray for a pastor with physical abilities by way of age, health and stamina to deal with our challenging ministry. We further pray that he will be able to work effectively with other professional staff, such as the school faculty and a possible second pastor.

In summary, we pray for a pastor who is filled with the Holy Spirit to teach us, lead us and stimulate us to grow in Christ and to know Him better and, in knowing Him better, to help others to know Him also. These things are our prayers, but above all, we pray that God's will may be done to His glory.

Yours in Christ,

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Call Committee

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\_\_\_\_\_, Chairman