



MISSION STUDY RESULTS

First Session “The Past” [Jump to the Present](#) [Jump to the Future](#)

Since its inception in 1975, Saint Andrews has experienced a variety of leadership styles in its Heads of Staff. Each minister has had his own unique gifts and abilities which he brought to Saint Andrews. And with each of the four Senior Pastors, Saint Andrews had grown in membership and programs (except for church split), a trend that will most certainly continue given the demographics of the area. Hal Clark, the organizing minister of Saint Andrews, was a self starter and a great organizer who knew the correct steps to take on order to get Saint Andrews off to a good beginning. Under his leadership and direction, the congregation decided early on that it would be a church which would strongly emphasize missions, an emphasis that continues to this day. Jim Tubbs was very personable, well liked and respected by the entire membership. He was an eloquent preacher whose sermons were biblically based and crafted from a Reformed perspective. He was Presbyterian through and through and his leadership style was too often to work behind the scenes to get things accomplished. According to most people participating in the congregational study, Jim laid the foundation for the growth the church was to experience in the coming years.

Bob Walkup was a strong preacher and an engaging story teller. Under his leadership, the church experienced tremendous growth. He built a very strong and capable staff and challenged them to be “the best”. During his ministry, Saint Andrews evolved from being a member driven church to a staff led congregation with the staff assuming most of the responsibilities of ministry. Bob was adequate in pastoral care and identified with those who had their weaknesses. In the latter years of his ministry at Saint Andrews, Bob became very autocratic in his leadership style and perhaps assumed too much power, a trait that did not endear him to many in the congregation. During his ministry, the church’s relationship to Presbytery deteriorated as Saint Andrews became more and more independent of Presbytery which was certainly a factor that eventually led to the split which occurred in 2000. As his health continued to decline, Bob relinquished many of his duties and responsibilities to the Associate until he eventually retired.

Mike Nevling arrived after the church split and over 2/3 of the congregation left to begin an independent church. His gifts were precisely what the church needed at the time. He was a warm, welcoming, people person who excelled in pastoral care. Many a wounded soul was healed due to his love and compassion for the flock under his care. Mike was an adequate preacher and a better teacher. He lacked the administrative and management

skills necessary in a rapidly growing church as he did not delegate very well, but tried to do too much by himself. He also avoided conflict at any cost – but due to his gifts, abilities and a compassionate heart, Saint Andrews rebounded from the split and emerged stronger than ever before.

In light of the strengths and growing edges of its previous ministers, it appears that the congregation strongly desires its next minister to be an outgoing people person with exceptional skills in pastoral care since they have been recipients of such for last eight years. They also want their next Head of Staff to be a good preacher with strong administrative and managerial skills who can help a gifted staff and congregation to realize their full potential. With the desire for a strong leader, the PNC should be careful to distinguish between strength in leadership and an authoritarian way of managing a church. In the last ten years, Saint Andrews had been a “member led” church and most members want the church to remain this way in the future. It became abundantly clear that the congregation wants a consensus builder who has strong convictions, but who is willing to entertain the opinions and ideas of others. In light of the split which occurred, participants in the congregational study were insistent that the next minister be committed to Reformed Theology and Presbyterian Polity. They also desire a person who has a proven track record in stewardship and who can help the members of the church improve in this area of the church’s life.

Without a doubt, the most significant event which has shaped the identity of Saint Andrews was the split which occurred in 2000. In the discussions during the congregational study, it was quite evident that many of those who remained at Saint Andrews after the split were deeply hurt by what transpired and felt betrayed by the ministerial leadership and the members who left to begin a new church. Animosity still resides in the hearts of some. But even though the departure of some 1500 members was traumatic, many benefits were derived thereafter:

- Members took responsibility for ministry and felt a real sense of ownership of what was taking place. As one participant said, “We recaptured the meaning of the Priesthood of All Believers.”
- The relationship between the congregation and the Presbytery improved dramatically as members gained an understanding of and an appreciation for Presbyterian polity.
- The level of faith and commitment grew stronger and deepened in the years immediately following the split.

One participant responded that all of this convinced her of the truth of scripture that “All things work for good to those who love the Lord.” While Saint Andrews has emerged stronger than before, the split still causes some to have real apprehensions about a rapid growth of the congregation and the continuation of the contemporary worship service. Most members no longer dwell on the battle of a decade ago, but look to the possibilities of the future. With almost half of the congregation added since the split occurred, the majority of the congregation is now looking forward instead of backward.

When people were asked what has made Saint Andrews unique over the years the majority of the participants mentioned the friendliness of the congregation; the warm welcome which visitors receive. Several participants

who were relatively new said the reason they joined Saint Andrews was because they felt “at home from the first Sunday they attended.” Another unique trait was the diversity of ages present at Saint Andrews with each age group represented well in the church. Others mentioned the perseverance of the members who endured the split. And also that the congregation is still “member led” rather than staff driven which is unusual for a church of Saint Andrews size.

While the church has enjoyed strengths, the participants stated that stewardship has not rebounded as it should with only 43% of the members making a pledge. They also agreed that the congregation had not maintained the church’s facilities as it should which has now prompted the church to borrow from its endowment to make necessary repairs. It is a loan which will require a ten year pay back.

Despite these difficulties members have stayed active and involved over the years because of the church’s mission emphasis, its strong children’s and youth ministries, its ministries of pastoral care and its outstanding music program. It was interesting to note that only one small group mentioned worship and that appeared to be well down the list.

Saint Andrews does have a rich heritage to celebrate. God has richly blessed this congregation in the last ten years of its life and ministry and members are convinced that God will continue to do so. As one member said, “It is all about the hymn ‘O God Our Help in Ages Past, Our Hope for Years to Come’.

Second Session “The Present” [Jump to the Future](#) [Jump to the Past](#)

Using Dr. Robert Dale’s “Life Cycle of the Church”, the majority of the participants felt that Saint Andrews Presbyterian Church was between adolescence and maturity which means that the congregation’s orientation is in the present as some of the church’s dreams and ideas are being “fleshed out” in programs and ministries, but their orientation is also on the future as there are still some dreams that as of yet need to be implemented. Most people in the congregational study thought that the church was approaching the peak of the bell curve and it was time to dream again and to create a “new vision” for the church in order to avoid a decline in the future. This will be a top priority for the new installed pastor as he/she begins ministry at Saint Andrews. It was most encouraging to see that not a single participant believed that the church was in decline. Everyone seemed to be excited and enthusiastic about the present ministries that are taking place and the possibilities that the future holds.

The responses varied significantly when the participants were asked to rank the faith level of the congregation between 1 and 10. A good number of people ranked the faith level below average citing the difficulty in recruiting volunteers, the lack of commitment of many in the congregation and the poor attendance in church school classes and Bible studies. An equal number ranked the level of faith as a 7 or 8. Those who answered in a more positive manner seemed to be involved in the educational opportunities provided by the church. All the participants agreed that Adult Education could be improved with more Bible Studies made available. Some said that the church offers a lot of programs for small group fellowship, but not enough programs for Spiritual Development. The adjectives used to describe Saint Andrews were very positive and uplifting. People feel good about the church and what is taking place. Participants described the congregation as warm, friendly and welcoming. They were extremely proud of the diversity which currently exists in the church, but would like to see this diversity grow even more. Many said that the church demonstrated care and compassion particularly since the Board of Deacons was reorganized with pastoral care as its primary emphasis. The participants were also impressed with the variety of programs offered and described Saint Andrews as thriving, dynamic and alive!

It was good to see that all the participants felt that the Session was indeed the governing body of the church and made the major decisions affecting the congregation. Most felt that these decisions are made after open, honest and thoughtful discussion. Most also felt that their voice was heard by the Session and their input was welcomed. No one thought that important decisions were made by the pastor or by a small group of insiders. In light of the split which occurred over ten years ago, the church is very careful about doing things “by the book”. The Session makes sure that Presbyterian polity is followed in all areas of the church life. The majority also felt that the minister should be a strong leader who can guide discussions and ensure that decisions will be made with prayer, seeking the Holy Spirit’s guidance. Most people felt that mission and ministry were

accomplished by 20% of the people doing 80% of the work. This theme kept recurring in each and every session of the Congregational Study as there seemed to be a great deal of frustration about securing volunteers within the congregation. There was also a concern voiced that the same people have served on the same committees for years. The Session needs to heed this concern and develop a method in which members do not stay on the same committee ad infinitum and new people serve with new and fresh ideas.

The excitement level is high in the congregation and people are enthused about a number of things. Many cited the potential in the church. One participant said that Saint Andrews is a Maserati driving at 35 mph. Others mentioned Youth and Children's Ministries and the numbers they were attracting. Mission projects and the music ministry also scored high as to people's excitement as well as the changes made to improve the 9 am Contemporary service. The one item which caused the most excitement however, was the people of Saint Andrews; the gifts and abilities they possess and their ability to face adversity with a positive and faithful attitude.

While most of those who participated in the study felt that Saint Andrews was strong in mission and ministry, they also noted some areas that needed improvement. Stewardship appeared to be a major concern with only 43% of the membership making an annual pledge and with a decline in the budget over the last three years. Lack of participation was another concern with people repeating the same theme that 20% of the people are doing 80% of the work. Another concern was that Saint Andrews had too many members who have become inactive and something needs to be done in order to encourage their participation once again. There was also some concern expressed about the Sunday school offerings for Adults with some wanting more Biblically based curriculum. Others had some concerns that the Contemporary service at 9 am and the Traditional service at 11 were making the church into two distinct congregations and a desire was expressed for more congregational fellowship opportunities.

Questionnaire Results

“What Is Our Identity”

1. According to the participants in the congregational study, Saint Andrews is influenced equally by history and tradition and contemporary ideas and trends.
2. Members of Saint Andrews are similar in values and lifestyles to the people who live immediately around the church.
3. Saint Andrews is only moderately involved with the community around the church.
4. Those who responded were equally split on whether the church is orientated to serving its own members or serving the world.
5. While members spoke of the friendliness of the congregation, the responders leaned toward describing the church as a loosely knit association of individuals and groups as opposed to the church as one large family.
6. While most members of Saint Andrews appear to be middle to upper middle class, Saint Andrews was not seen by most of its members as a prestigious church.
7. Most participants saw the church’s approach to social issues as educational, leaving action to the individual.
8. Most members saw Saint Andrews emphasizing education, nurture and gradual growth in faith over conversion and born again experiences.
9. Practically all the participants identified Saint Andrews as a congregation that gives strong expression to denominational ties and identity.

“Organizational Characteristics”

Strengths

At Saint Andrews, members are well informed as to the activities of the church. They are encouraged to discover their gifts and receive support when they try new and innovative ways. Every member has equal opportunity to lead and when they are selected or elected for leadership positions they receive training.

Areas needing improvement

A needs study or congregational study occurs infrequently and when such studies are undertaken, the Biblical and theological implications are rarely discussed. Most participants were not quite sure how conflicts were handled since there seems to be an absence of controversy within the congregation. Most also felt that adequate discussion takes place among members of the congregation and Session before important decisions are made. While members are well informed as to the activities of the church, the community around the church is not informed as to what takes place in the life and ministry of Saint Andrews even though numerous community groups use the church’s facility.

Program Evaluation

Worship received the highest marks, followed by fellowship, missions and education. Stewardship and evangelism received the lowest marks.

Worship	4.4
Fellowship	4.0
Missions.....	3.8
Education	3.6
Stewardship.....	3.0
Evangelism	2.3

(The church has never had an organized evangelism program, but relied on good programs, a welcoming atmosphere and a warm and friendly minister to grow the church.)

The participants listed the programs of Missions, Youth Ministry, Children's Ministry and Music as programs which attracted them to Saint Andrews. They listed those same programs, which if discontinued, would prompt them to consider another church.

Third Session “The Future” [Jump to the Present](#) [Jump to the Past](#)

There is a great deal of excitement and enthusiasm among the membership as they look at the future of Saint Andrews. While Saint Andrews is a strong and vibrant congregation, the participant believed that they could definitely strengthen the church’s ministry and mission.

Most of those who participated in the study did not seem concerned about the numerical growth of the congregation. They were more concerned about the involvement of members who are already on the church’s roll. Their goal is to find ways to encourage more people to participate in the life and activity of the congregation. Several years ago, the church initiated the spiritual gifts of its members. This might be one way to once again encourage greater participation of the members. Those who have become inactive need to be identified contacted and asked what it would take for them to once again become involved in the church’s ministry. While it might seem a bit odd, given the strength and vitality of Saint Andrews, it might be beneficial if the minister whom Saint Andrews calls has some experience in congregational revitalization.

In this same vein, the participants in the study wanted to see the congregation’s spiritual growth and development increase and deepen by adding more occasions for the study of scripture and theology. There are small group Bible studies like Disciple 1, 2, 3 & 4 which are attended by less than 5% of the congregation and there is church school classes offered on Sunday mornings which has approximately 80-90 people in attendance. The Presbyterian women have their Circles, but there was a desire on the part of many that a congregation wide Bible study be initiated. In order to bring people together and have more engaged in the study of God’s Word. Young couples wanted to see more studies implemented which will help them in their family and spiritual lives. There was also the desire for more activities which would include the entire congregation. Currently fellowship opportunities are offered for specific age groups, but there are very few occasions or opportunities when all members are brought together either for fellowship or study. Thus one of the goals is to orchestrate ways for members to meet each other and to expand their circle of friends.

A majority of the participants wanted more emphasis of missions, particularly local missions in which the entire family could participate in helping “the least of these”. Most of the mission endeavors in which Saint Andrews participates, are “adult only” and young families in particular wanted their children involved so that they could discover the fulfillment which comes in service. There is a small but significant group who believes that Saint Andrews donates a sufficient amount of its operating budget to benevolences. Others, however, would like for Saint Andrews to work toward a goal of increasing the percentage of benevolent dollars each year until the church gives at least fifteen percent of its operating budget to missions.

Improved Stewardship among the membership is another goal of the participants in the study. Before 2008, Stewardship was not a major concern due to the rapid growth of the congregation. The increases in the church budget were ordinarily covered by the new members who joined. But with the recession which occurred in 2008, Saint Andrews faced a declining budget for the next three years. Almost all of the participants in the

study agreed that an emphasis on Stewardship is needed and that a year round stewardship education program should be implemented if Saint Andrews is to fulfill its goals for mission and ministry.

Many believed that Saint Andrews would continue its numerical growth for the foreseeable future given the church's favorable location. If the growth continues the facilities of Saint Andrews will need to be expanded, especially classroom space while the Sanctuary will serve the church's needs for the next 5-10 years. The number of classrooms is already limiting the educational opportunities that can be offered. The Session along with the new minister would be well served to "dust off" a facility improvement study completed in early 2009 to see if its recommendations are still pertinent for the years that follow.

Staff is another item to be considered if the church continues to grow. The participants in the study held different opinions as to the next staff position to be added. Many of the younger families wanted to add a full time Director of Christian Education. Others wanted a Director of Missions since Saint Andrews is mission oriented. Others wanted a second Associate Pastor responsible for pastoral care. The new installed pastor will need to work with the Session to develop a staff model for the church. In the meantime it is strongly recommended that the Personnel Committee of the Session review the job descriptions of the Head of staff and the Associate Pastor to see if they in fact reflect the responsibilities that they presently assume. Diane Knauf was originally called as Associate Pastor for Family ministries but her role had greatly increased in scope as she is now assuming responsibilities for the Deacon's Care Ministries and the Stephen Ministry program. It might be beneficial for the PNC to meet with Diane before they finalize a job description for the next Head of Staff.

The congregation is slowly becoming increasingly diverse with families of different nationalities joining; a fact which has caused the congregation to rejoice and to want to be open to all people – but efforts need to be made to assimilate these people into the Saint Andrews' family so that they will become more than participants in the 11 am worship service.

To summarize, the future of Saint Andrews looks very promising and the goals and objectives resulting from this study are with God's help obtainable. They are:

- To involve more members of Saint Andrews in the ministries of the church.
- To increase the sense of family by offering more fellowship opportunities for the entire congregation.
- To strengthen the mission programs of the church in terms of both volunteers and money.
- To improve the stewardship commitment of each member of the church.
- To revisit the facility study of the church to determine if parts of the study could be implemented within the next 5-7 years.
- To clearly define the job descriptions of the church staff, especially the responsibilities of the Senior Pastor and Associate Pastor.
- To continue to encourage diversity within the congregation and work to assimilate all people onto the Saint Andrews family of faith.

“The Next Pastor”

It was encouraging to see that the participants of the study selected skills, gifts, qualities and leadership styles on the next pastor that were directly related to the proposed goals and objectives of the church.

The skills that received the highest marks in the first survey were:

1. Planning and leading worship sensitive to the needs of the congregation.
2. Attending to the spiritual development of members.
3. Providing administrative leadership for the congregation’s ministry.
4. Actively and visibly supporting the church’s stewardship program.
5. Developing and leading Adult Education. (tied with #6)
6. Directly involving laity in the planning and leadership of church programs and events.
7. Visiting the sick, shut-in and bereaved.

To validate the initial survey, the participants were given the skill choices page of the CIF and asked to identify the top 10 skills of their next pastor. The results were as follows: (In order of priority)

1. Preaching
2. Spiritual Development
3. Pastoral Care
4. Administration
5. Teaching
6. Stewardship
7. Communication
8. Leadership Development
9. Leadership of Staff
10. Counseling

The participants were asked to select from a list the ten qualities that they were looking for in the next Head of Staff: (In order of priority)

1. Energize others
2. Relationships important
3. Open to the Holy Spirit
4. Team Builder
5. Care about growth of others (tied with #6)
6. Look for vision and excellence
7. Future more important than past
8. Listen to different views
9. Humble (tied with #10)
10. Confidence

When asked to rank the ministerial functions in order of importance, the participants responded in the following manner:

1. Preacher
2. Pastor
3. Teacher
4. Administrator (close to teacher)
5. Prophet
6. Evangelist

In terms of Leadership Styles, the participants indicated that they would prefer an Inspirational Diplomat. These are people oriented leaders who inspire or influence people to achieve their goals and purposes. They are caring, supportive, friendly and patient individuals who take very few risks because they do not like conflict. They are loyal and supportive in difficult times. They are ordinarily team players who need to be more proactive.