

Summary and Conclusions based on the Pastoral Profile Summary Our Savior Lutheran Church, McKinney, Texas – August 16, 2011

210 members of Our Savior participated in submitting surveys. The Pastoral Profile Survey has 13 sections (prioritizing, rating, forced choice and comment responses). The questions address Priorities for Our New Pastor, Worship Style, Communion Practice, Frequency of Holy Communion, Women's Suffrage, Roles for Lay Men, Roles for Lay Women, Leadership Priorities for the Pastor, Preaching and Teaching. In addition, respondents had the opportunity to offer written comments concerning worship, roles for lay men, and roles for lay women, additional qualities or attributes that should be considered concerns/questions for the Call Committee.

The survey is modeled on instruments from the Alban Institute and several other sources. Each average score is based on the number of members who responded to the statement. They are also ranked and prioritized by importance to Our Savior members. The results were tabulated and are reported to you both numerically and in narrative form. Below are the instructions that appeared at the top of the survey.

(Instructions given to survey participants) This survey seeks to clarify what our congregational members believe to be the key roles, functions, attributes and qualities of the pastor we are seeking to call. Your responses to this survey will provide information that will help in the process of identifying one or more pastors who are suited for our ministry and would, therefore, be good candidates for our call. Please answer all questions, carefully following instructions and finally clicking SUBMIT.

Section 1 – Priorities for our New Pastor – Rank the following list of priorities for your new pastor in numeric order with 1 being the most important and 11 being the least important. You will be able to use each number only once.

This section asked members to rank 11 pastoral tasks in order of importance, and thus **the lowest average score is the highest ranked task for members.**

In order of rank with weighted average scores:

Priorities for our New Pastor (ranked in order of importance)

1	Skilled and energetic in preaching	3.538
2	Makes the worship service his main focus	4.379
3	Serves as the lead Bible teacher for Our Savior Lutheran Church	5.093
4	Helps us develop strong evangelism and outreach into the community	5.376
5	Works with Board of Directors in setting visionary leadership	5.439
6	Develops strong leadership teams and advisory councils	5.919
7	Serves as a catalyst to help heal congregational conflict	6.509
8	Is personally skilled and active in sharing Jesus with non-members	6.511
9	Regularly visits hospitalized and homebound members	6.831
10	Skilled Administrator/Manager	6.969
11	Provides strong guidance in the area of stewardship	7.098

Skills and energy in preaching, developing meaningful worship and serving as lead teacher of God's Word are the top 3 of the 10 possible priorities as identified by survey respondents. 54% of survey respondents ranked "preaching as either 1st or 2nd highest priority. While "helps us develop strong evangelism..." ranked 4th, the Pastor's own skills in sharing Jesus with non-members only ranked 8th.

Research shows that churches that connect with well with people far from God in their communities are almost always led by Pastors who do this personally. As is often the case, Stewardship ranked as the lowest priority for members. However, it is also true that Pastors are often judged by how giving is going in their congregation.

Our Savior’s Call Committee gave members an opportunity to comment with the following: “Please list any additional qualities, attributes or skill sets that should be considered.” 70 people responded to this opportunity. Several themes are evident in these comments: Peoples’ desire for the pastor being “shepherd” This word showed up many times with words like “personable, warm, listener, knows my name, approachable, people skills, and friendly.” While these are nearly universally desired qualities in a senior pastor, the challenge of leading a growing congregation will mean that the senior pastor, while warm and approachable may not be able to have a close personal relationship with every member. It was also notable comments suggested it was important for your new pastor to be “thick skinned... firm in conviction, willing to confront slander and gossip, knowing the difference between leading and managing, bring traditional and contemporary groups together, able to effectively deal with nay-sayers, strong vision that will unite the congregation and not divide it, flexible enough to be conservative at 8:30 and moderate at 11:00, someone who is not afraid of confrontation and can handle it assertively” While “Serves as a catalyst to help heal congregational conflict” was only 7th ranked in priority for your new pastor, comments like these as well as comments in the Worship area, suggest that your new Senior Pastor will have considerable work to do in pulling people together who have very different opinions. For example, in the issue of outreach alone, comments ranged from “concentrate on retaining member, rather than only concentrating on acquiring new members” to “must have a heart for the lost around us and must develop that same heart amongst members of OSL.” Is there a greater need for reconciliation than the survey numbers reveal?

Section 2 – Worship Style – Think about your congregation's worship style. For each statement, rate how important it is that your new pastor is comfortable and able to utilize this worship component. Think of each question starting with "How important is it to the mission and ministry of our congregation that..."

This section asked members to rate 7 statements regarding worship style (Very Strong Emphasis, Strong Emphasis, Moderately Strong Emphasis, Some Emphasis, Small Emphasis, and No Emphasis) For reporting purposes, this shows up in the summary on a 6 point scale from 1 to 6

In order from Highest to Lowest Emphasis (importance) on a 6 point scale

1	...we have at least one worship service that uses only Synodically approved liturgies and hymnals (e.g. TLH, LW, LSB)."	2.260
2	...we have at least one service weekly that uses only organ or piano to accompany congregational singing."	2.985
3	...we have at least one service weekly that would be considered contemporary in nature using a "praise band" to lead congregational singing."	3.131
4	...we have at least one service weekly that blends traditional and contemporary hymns and songs in a liturgical service."	3.291
5	...we have at least one service weekly that utilizes instruments other than organ or piano."	3.296
6	...we have at least one service weekly that involves laity as lectors, liturgists, cantors or other worship leadership on a regular basis."	3.625
7	...we have at least one service weekly that uses drama or film clips as a part of worship on a regular basis."	4.955

Having at least one worship service that uses only Synodically approved liturgies and hymnals ranked highest among respondents with 67% ranking it Very Strong or Strong Emphasis. Second highest was we have at least one service weekly that uses only organ or piano to accompany congregational singing with 46% ranking it Very Strong or Strong Emphasis. Third highest ranked was we have at least one service weekly that would be considered contemporary in nature using a "praise band" to lead congregational singing with 46% ranking it Very Strong or Strong Emphasis. People at Our Savior feel strongly about their worship style preference, affirming that to take away either style would likely be damaging to the congregation. The comments about worship style affirmed this as well with 74 people making comments.

It will be important that your new Pastor be able to work with more than one worship style. Comments range from some who want to see the contemporary service eliminated to those who share how important it is to them. No comments suggested eliminating the traditional worship format. Your new pastor will need to navigate and lead in light of these diverse opinions.

Section 3 – Other Factors I believe are important as our congregation considers future elements of worship (Members offered the opportunity to comment. 74 members offered comments. See attached comments)

Section 4 – Communion Practice – Think about your congregation's practice of distributing Holy Communion. Rank the following three practices in order from 1 to 3 with 1 being most like your desired communion practice and 3 being least like your desired communion practice.

In order of preference with lowest ranked score as highest preference for members

Communion Practice (Ranked in order of importance)

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| 1 | OSL serves the Lord's Supper to baptized believers who confess their sins and come to the communion table after being made aware of what the LCMS believes, teaches and confesses about this sacrament. | 1.597 |
| 2 | OSL serves the Lord's Supper only to communicant members of this congregation, of other LCMS congregations and to members of congregations in altar and pulpit fellowship with the LCMS. Discretion is given to pastor and elders to commune others in exceptional circumstances. | 1.922 |
| 3 | OSL serves the Lord's Supper only to communicant members of this congregation, of other LCMS congregations and to members of congregations in altar and pulpit fellowship with the LCMS. No exceptions to this practice | 2.439 |

Our Savior survey respondents definitely do not favor a "closed" communion policy with 62% of survey respondents said this was "least like" their current practice. They much more favor a more open policy with 59% of survey respondents stating that it most closely reflects the current practice at Our Savior. It will be important to read particularly the SET (Self Evaluation Tool) for each candidate to match the needs of Our Savior to the candidate's practice in this area.

Section 5 – How often should our congregation celebrate Holy Communion?

Respondents chose one of 3 options
In order of preference:

- 58% Twice monthly at each worship service
- 27% At least one worship service each Sunday
- 16% Every worship service

Our Savior members value communing twice monthly at each worship service, reflective of current practice. Again, check the candidate's SET for how their current practice matches that of Our Savior.

Section 6 – Women's Suffrage – Think about your congregation's practices concerning how important it is that women are eligible to vote in your voter's assembly and that your new pastor share that same view.

This question asked members to rate the statement "**Women exercising the right to vote in congregational voter's assembly meetings**" with one of the following (Very Strong Emphasis, Strong Emphasis, Moderately Strong Emphasis, Some Emphasis, Small Emphasis, and No Emphasis).

The weighted average on a 6 point scale (1 being highest and 6 lowest) for this question was 1.430 with 78% of respondents rating it as Very Strong Emphasis. Our Savior values women being involved in congregational decision making. It will be important to read each candidate's SET regarding his views on the role of women in the church in order to be certain that pastor and congregation are in agreement.

Section 7 – Roles for Lay Men: Think about how your congregation involves laity in worship and leadership roles. Check all roles you believe your new Senior Pastor should support for men in OSJ

Here are the results reported by frequency of response:

Roles for Men: # and % of respondents believing Pastor should support men in these roles		Number	%
1	Congregational President and Vice President	174	90
2	Elder/Lay Minister	182	94
3	Usher	162	84
4	Lay Reader (Lector)	163	84
5	Children's Sunday School Teacher	146	75
6	Adult Bible Class Teacher	167	86
7	Board of Directors/Advisory Council Member	163	84
8	Board of Directors and Advisory Council Chair	157	81
9	Confirmation Instructor	137	71
10	Treasurer/Financial Secretary	148	76
11	Communion Assistant	164	85
12	Other, please specify (see comments)	11	6

Members perceive that all lay leadership roles are open to lay men in the congregation. Call committee members will want to discuss these with candidates for their call. Some pastors prefer that no lay persons serve as lectors.

Section 8 – Roles for Lay Women: Think about how your congregation involves laity in worship and leadership roles. Check all of the roles you believe your new Senior Pastor should support for women in OSL

Roles for Women:# and % of respondents believing Pastor should support women in these roles	Number	%
1 Congregational President and Vice President	92	47
2 Elder/Lay Minister	59	30
3 Usher	124	64
4 Lay Reader (Lector)	127	65
5 Children's Sunday School Teacher	186	96
6 Adult Bible Class Teacher	153	79
7 Board of Directors/Advisory Council members	158	81
8 Board of Directors and Advisory Council Chair	129	66
9 Confirmation Instructor	113	58
10 Treasurer/Financial Secretary	170	88
11 Communion Assistant	72	37
12 Other, please specify (see comments)	16	8

Members perceive that roles for women are somewhat more limited than for men, however many roles at Our Savior are open to women. Members value the significant ministry roles which women carry out in the life of the congregation. While most perceive that women cannot serve as Elder, President or Communion Assistant, 88% of survey respondents said that Women could serve as Treasurer or Financial Secretary while 76 % said that men could fill such roles. Please carefully review the SET of each candidate to ascertain their views of the role of women in the ministry of the congregation.

Section 9 – Leadership Priorities – There are a variety of leadership skills that our Senior Pastor may exercise. Rank the following list in numeric order with 1 being the most important and 7 being the least important. You will be able to use each number only once.

This section asked members to rank 7 leadership skills in order of importance, and thus the lowest average score is the highest priority which members value in their new pastor

In order of rank with weighted average scores:

Leadership Priorities (ranked in order of importance)		
1	Leadership Development: Enlists, equips and motivates people to use their gifts for servant roles in God's Kingdom work including being leaders who help others develop their gifts.	2.733
2	Visionary: Can create and articulate a picture of a preferred future for a congregation.	3.011
3	Mentor/Overseer: Effectively relates to and supervises other called or contracted church workers (e.g. DCE, Director of Music, administrative assistant)	3.697
4	Planner: Maps out objectives, plans overall organizational strategies and designs programs with a focus on developing a strategy for mission and ministry and sticks to it.	3.723
5	Innovator: Envisions and implements new approaches to conducting ministry. Calls for change which may mean some aspects of ministry stay, some go and some get modified.	4.039

6	Delegator: Effectively delegates non-pastoral functions to others who are competent and qualified to fill those roles.	4.220
7	Administrator: Responsible for budget development, personnel, asset protection, financial, etc.	5.448

Highest ranked in leadership priorities for members is Leadership Development: Enlists, equips and motivates people to use their gifts for servant roles in God's Kingdom work including being leaders who help others develop their gifts. Closely following that is Pastor as Visionary: Can create and articulate a picture of a preferred future for a congregation. These responses would suggest that survey respondents are ready and willing to be equipped for leadership and follow a visionary leader. Survey comments suggest that your new Senior Pastor will need to do this in the context of being a good listener, diplomatic, understanding, positive, personal, etc. The best predictor of future behavior is past behavior, thus one who has demonstrated skills in these areas will be important for the Call Committee to discern. It is interesting that the least important skill to survey respondents was Administrator: Responsible for budget development, personnel, asset protection, financial, etc. Leadership and administration are indeed different gifts and skills, so this is not surprising.

Section 10 – Preaching – A function of the Pastoral Office is the public preaching of God's Word. Rank the following preaching skills in numeric order with 1 being the most important and 5 being the least important. You will be able to use each number only once.

This section asked members to rank 5 preaching approaches in order of importance, and thus the lowest average score is the highest priority which members value in their new pastor

In order of rank with weighted average scores:

Preaching (ranked in order of importance)

1	Preaches sermons or series of sermons on Biblical topics or themes that relate to current matters or issues of life.	2.237
2	Preaches sermons that include stories or metaphors from everyday life which help connect the text of the sermon to the listeners.	2.644
3	Preaches sermons that are as much teaching (expository narrative and application of a text of Scripture) as they are preaching.	2.886
4	Preaches sermons that are regularly based on one of the assigned lessons (Old Testament, Epistle, Gospel) selected for that Sunday of the Church year.	3.374
5	Preaches sermons that call for action (i.e., life application of hearing the Good News)	3.597

63% of survey respondents ranked the first approach as their first or second choice in ranking these approaches to preaching. The diversity of views expressed by survey respondents suggest that effective Biblical preaching could take a variety of forms and styles which would meet the needs of Our Savior worshippers. As "skilled and energetic in preaching" was the highest ranked priority in pastoral tasks, the committee will want to carefully read the SET regarding the approach and joy each candidate takes in preaching.

Section 11 – Teaching – A function of the Pastoral Office is in the public teaching of God's Word. Rank the following list of teaching tasks for your new pastor in numeric order with 1 being the most important and 7 being the least important. You will be able to use each number only once.

This section asked members to rank 7 teaching roles in order of importance, and thus the lowest average score is the highest priority which members value in their new pastor

In order of rank with weighted average scores:

Teaching (ranked in order of importance)

Teaches a Bible class to adults each Sunday.	2.799
Teaches youth confirmation class on a regular basis.	3.681
Oversees the teaching of youth confirmation classes but does not necessarily teach all the classes himself.	4.055
Delegates teaching responsibilities to other staff members who are trained and equipped for such ministry (e.g., teacher, DCE, Deaconess, etc.)	4.163
Provides Spiritual formation by guiding and coaching individual Christians in the church mature in the faith through learning spiritual disciplines.	4.168
Supports, encourages and equips laity for leading small group ministry.	4.314
Teaches laity to be teachers of youth and/or adult classes.	4.324

It is clear from the results that respondents see the pastor as the lead teacher or theologian for the congregation. Highest ranked was Teaches a Bible class to adults each Sunday with 103 respondents ranking it #1 or #2 in importance. This would suggest that Our Savior members are hungry for the Word and your new Senior Pastor could expect many adults to regularly be in the Word with him each week.

The second highest ranked Teaching score was Teaches youth confirmation class on a regular basis. Our Savior members value the pastor's personal attention in this area. Many comments expressed a desire for the Senior Pastor to relate well to youth. While this is desirable, it is important to remember that in a growing congregation like Our Savior, day-to-day ministry with youth may have to be delegated to another staff person.

Summary Observation

Our Savior has a unique opportunity at this time in its history as the area close to Our Savior will grow from 96,127 to 129,552, a growth of 33,425 in the short space of 5 years. Many of the people who will move here will not be connected to Jesus and His Kingdom. A bold Kingdom vision and heart for lost people will be required if the disciples at Our Savior are to have a significant role in reaching those people with the Gospel.

Our Savior's next Senior Pastor will be key to this kind of vision. While providing care and equipping of the present flock is important and necessary, Our Savior's next Pastor will have opportunity to lead the church into a new era of growth, health and vitality as it reaches out with the Gospel in creative ways as the hands and feet of Jesus.