

**Seabury-Western Theological Seminary
Doctor of Ministry Program Thesis Abstracts**

1998 Abstracts

1998 D.Min. Congregational Studies

Margaret A. Babcock

Passport to the Future: How the Local Parish Can Discover Its Unique Personality

This thesis explores the issue of how a parish can successfully transition into the post-modern era. Beginning with the assumption that a community must know itself well in order to develop a plan for growth, different methods of assessing church identity are reviewed. The symbolic approach is lifted up as the first and most fundamental step to be taken. The author develops a workshop to be used by congregations interested in discovering their personality, field tests it in three different parishes and reports on the level of self understanding which occurred in these congregations.

Craig Kallio

Catholics on the Canterbury Trail

This thesis tells the story of the journey of former Roman Catholics to the Episcopal Church. In particular, it explores whether or not liturgy, community, openness, and history, are elements in their attraction to the Episcopal Church. The culmination of the research, in addition to dealing with the above, also clarifies some preconceived notions about people making the journey from Rome to Canterbury. The thesis concludes with a discussion about the implications for the Episcopal Church as well as suggestions for further research.

Larry Handwerk

Developing Leaders for Congregational Change: The Effect of Education for Ministry: Theological Education by Extension on Congregational Development

This thesis records the results of a study on the effect of the Education for Ministry Program on the participants. It focuses on the participants ability to aid in the transformation of their congregation towards a new identity and a new consciousness of the mission of the church in their local community and the world. The study reports and analyzes both the personal and congregational changes that took place in one congregation where 85 members participated in the EFM program. A remarkable correlation between participation in EFM and increased activity in congregational life, leadership, and stewardship is revealed. The survey demonstrates that this activity increased because, through the community-based learning and formation process of EFM, there were changes in the participants' total outlook on the church, their jobs, and their lives. Such changes, the author believes, are necessary in the leadership of a congregation in a changing culture if transformation of the congregation toward a new identity and its mission is to take place.

Joseph Walter Lund

A Bridge Generation: A Study of the Return of the Traditional Church

This thesis looks at a traditional Episcopal Parish that has been successful in attracting and retaining substantial numbers of new members. These new members, from a "bridge generation" born between 1957 and 1969, were attracted to "traditional" liturgy, music, preaching, Biblical study and a relevant Sunday School for their children. To help other struggling traditional churches in their redevelopment, this thesis taps into the attitudes, hopes, and aspirations of this group of returnees. Their responses may help lead to successful strategies for other traditional churches that wish to reach out for a younger congregation.

1999 Abstracts

1999 D.Min. Congregational Studies

John Stuart Adler

A Letter to Chris: The First Seven Years of a New Plant Congregation

This dissertation examines several situations typically encountered when planting a new congregation. It incorporates principles of church growth and interweaves these principles with concepts of congregational size and parallel development. All of the concepts presented are related to seven years of actual attendance statistics with an emphasis on using these statistics to predict rather than react to situations encountered. The final chapter presents a list and brief description of the "Top Ten Priorities" for use in planting new congregations.

Wayne Harold Carlson

Racial Change in Congregations: A Welcoming Response

This thesis is a study of a parish in suburban Chicago where the community and the parish are both undergoing racial change. Examples of dialogue within the parish and interviews of parishioners provide important data on the process of racial change within the congregation as well as experiences outside it. A

background study of the phenomenon of racism generally and as experienced in the south suburbs of Chicago is provided. Additional background material summarized the history of African-American religion, Anglican and otherwise, and the history of the parish. Conclusions provide insights as to how a parish might best respond to racial change in its surrounding community.

Freda Blackburn Dohoney

A Ministry of Hospitality for the Parish

This thesis is concerned with the ministry of hospitality for the parish. The dynamics of hospitality in parishes over a forty year period, the evidence of hospitality in scripture, and insights from writers in the field of congregational development were explored to point up the need for parishes to employ a ministry of hospitality for the creation of a Christian community that not only fosters growth spiritually but also in numbers. In the body of the thesis, the author has outlined a three-phase program of hospitality that may be used by any parish for developing a ministry of hospitality. The author is very firm in her belief that Jesus is calling every parish to create a ministry of hospitality for developing a community of faith that welcomes, nourishes, teaches and continues faith development for all whom God sends among them.

Peter Rochefort Gustin

All About Ladies and Nailing the Step: An Exploration of Congregational Idioms

This thesis explores the various ways in which congregations use everyday language as a code for expressing emotions, for transmitting congregational history, for judging and evaluating new members (including clergy), and for recalling "inside jokes." Classical and contemporary linguists provide a theoretical perspective, and the theology of hospitality as primarily expressed in Deuteronomy and Hebrews connects a collection of field research and anecdotes to such congregational issues as welcoming the stranger, full and partial disclosure, and spiritual growth as a prerequisite to numerical and financial growth. Written for pastoral leaders, it places the chief responsibility for "full and open communication" with the clergy and lay leadership and provides annotated case studies that provide both speaker and listener with clues for identifying and identifying with the idiom in use.

Robert Raymond Hansel

What You Already Have is All You Need: A Description and Assessment of the Lay-Led St. Brigid's Episcopal Ministry in Batesville, Indiana

This thesis documents the first four years of a new-start congregation in Batesville, Indiana. Diocesan Mission Strategy set out to see what would happen if all of the "standard wisdom" regarding demographics, property ownership, funding, and ordained leadership were totally ignored in setting up a new church. St. Brigid's was conceived, from the beginning, as a lay-led ministry (with a group of retired or extra-parochial clergy serving as sacramentalists only) meeting in a rented chapel, determined to use all their resources in the service of others instead of acquiring institutional security for themselves. Total Ministry principles are shown to be practical and feasible basis for any situation considered "marginal" according to traditional norms and standards. The theological model follows the New Testament feeding miracles: take what God has already provided, prayerfully commit it to God's service, offer it fully for those in need, and it will always be enough.

J. Derek Harbin

It's a Beautiful Day in the Neighborhood

This thesis first synthesizes the distinctive characteristics of an emerging type of congregation as described in the separate works of George G. Hunter III and William M. Easum. It then contrasts this incarnational, "Apostolic/Spiritual Redwood Attitudinal Pattern" with both the Episcopal Church's Prayer Book as well as the surveyed attitudes of its 941 presbyters (priests) aged forty and under. The author argues that the Attitudinal Pattern of these congregations describes the kind of church implied by the Baptismal Covenant, Ordination Rites and Catechism of the Prayer Book. The forty-two percent survey return rate from the presbyter pool provides a compelling look at the degree of alignment or conflict that exists between the Attitudinal Pattern, congregational life, and the longings, opinions and practices of these ordained congregational leaders. The thesis finally combines these collective insights to propose one path for the redevelopment of Episcopal Church congregational life into the twenty-first century.

William Edward Hardwick

Empowering the Faithful: Preparing for Evangelism in the Episcopal Church

This thesis is a report of research designed to be the first part of a two-part program of evangelism in two pastoral-sized congregations. The program's aim was to help the participants develop a clearer faith identity and to gain facility in sharing that faith identity with others. Using interviews, the researcher analyzes the impact of a weekend retreat and an eight week class on the participants ability to articulate their own faith and on their willingness to participate in the task of evangelizing. The researcher then examines the implications of the research for developing the second part of the program in a matter which is attentive to

the ethos and theology of the Episcopal church. Key to this task is understanding evangelism to be a ministry of the whole Christian community and not just the work of individual Christians.

Robert J. Honeychurch

Seminary-Trained Priests (Canon 7) and Local Priests (Canon 9) Working Side-By-Side in the Episcopal Church

The Episcopal Church has traditionally used two distinct avenues for preparing and utilizing ordained priests. Either one was trained in a seminary setting, and then exercised that priestly ministry in a paid, professional context (generally in a setting where there were sufficient funds to pay the priest); or one was trained in a non-seminary setting, and then exercised that priestly ministry in a non-paid, volunteer context (generally in a setting where there were insufficient funds to pay a "professional priest"). The expectation was that only one of the other would be appropriate in any given setting. Using case studies from six congregations in the Diocese of Idaho, this thesis explores the ramifications of having seminary trained priests and local priests working together in a common setting. Although this was not the original intention of the canons which allowed for differing methods of preparation, churches are exploring new and innovative ways in which to more fully carry out the ministry of the church.

Sherod Earl Mallow

Active Leaving as a Solution to Problems Inherent in Clergy Departures

This thesis develops a rationale for clergy who are leaving a congregation to take an active role in the work of leaving as a tool in easing the stress associated with the departure of beloved clergy leadership.

A process for active leaving is presented by which

- healthy grieving is promoted and anxiety reduced,
- a transfer of informal authority is facilitated, and
- a new, clearly written statement of direction for the congregation is created.

Darrel D. Proffitt

It is No Small Pity When We Fail to Understand Ourselves: Seeking Excellence in Congregational Life

The following thesis is based on my experience as rector of Grace Episcopal Church in Sterling, Illinois. I became rector on September 1, 1993 and left that position on January 16, 1999. During my tenure as rector, I helped introduce a music program that, in my opinion, significantly improved the worship at Grace. Throughout the course of the introduction and incorporation of the new program, several key leaders of the congregation left. The conflict that led to the departures was downplayed by some in the leadership. The music programs' success became my priority. Conflict is an important theme in the history of Grace Church. While some aspects of the conflict over the music program were similar, there were significant differences. These differences had an impact on the culture of Grace Church. What originally was seen as an improvement in the quality of music and worship, became a way to fulfill the needs of some in the leadership. This discovery was made only after careful and thoughtful reflection on the impact that the change had on all members of the congregation. Introducing change without such reflection may lead to similar mistakes. The results of this study led to the conclusion that in order to provide effective leadership in a congregation, the leadership must be clear about their needs and the needs of the congregation.

Bryce O. McProud

An Emerging Paradigm for the Twenty-First Century: Small Group Ministry in the Episcopal Church

This thesis first shows that as the second millennium dawns, significant changes are occurring in all of Christendom and specifically in the Episcopal Church. New paradigms are emerging and one of the more prominent of these paradigms is small group ministries. The thesis examines evidence for the importance of implementing small group ministries, some biblical bases for small groups, their role in evangelism, leadership development, bible study, prayer support, pastoral care and fellowship. Finally it examines the Grace Group program at St. Matthew's church in Eugene, Oregon, the author's home parish. The concluding chapter is a series of responses from Grace Group ministers as they answer questions from their own experiences leading small groups.

John David Stanway

Critical Leadership: Redevelopment Principles in Regional Ministry

This thesis looks at redevelopment of congregations which are grouped together as a cluster or regional ministry. The lens used for this examination is a set of five conditions which Arlin Rothauge (in *The Life Cycle of Congregations*) suggests antedate a successful redevelopment project. A sixth condition which applies to cluster redevelopment is added. One cluster, the Greater Hartford Regional Ministry, is examined in detail and several others, familiar to the author, are noted.

Dabney Tyler Smith*A Study in Congregational Relocation: A Survey of Nine Congregations*

This thesis seeks to determine the issues involved and the approaches necessary to undertake for congregations in a relocation process. The thesis evaluates nine mid-west congregations that survived a relocation attempt. Common factors are analyzed to determine the positive elements necessary for a healthy congregational relocation. The common factors are in the areas of church growth, newcomer assimilation, church leadership, church finances, and the process of visioning. It is noted that congregations involved in relocation experience issues of internal restructuring, new church start growing pains, and congregational revitalization thrills and headaches. The biblical theme has to do with the Exodus experience of leaving the safety of the known to the promise of God's unknown future. Congregations that seek to relocate in a prayerful, planned, and intentional manner stand a very good chance of success.

P. Donald White*Endowment Funds: Friend or Foe?*

This thesis explores the effect of endowment funds on Episcopal parishes. The thesis begins with a review of the literature in the area of church finance. It looks at the history of church funding in the United States and what analysts are predicting for the 21st century. The controversy regarding the effect endowment funds have on congregations is then explored. Using the lens of systems theory, a case study of five Episcopal parishes with endowments in excess of \$1,000,000.00 is presented. The thesis explores the differences between endowed clergy-focused parishes and endowed mission-focused parishes.

2000 Abstracts**2000 D.Min. Congregational Studies****Barbara June Thomas Cheney***Holy Baptism: A Rite Transforming Diversity and Forming One Community*

This thesis studies an urban congregation through the lens of baptism, looking for the relation of the public celebration of Holy Baptism to upholding and transforming diversity and forming one community. Through the use of narrative and story, the thesis studies baptism and the implications of its power to shape and develop a church community when baptism is given a pre-eminent and visible place in the life of the congregation. Insights from writers in the field of liturgical reform and baptismal ecclesiology, as well as insights from writers in the field of race relations and multi-cultural communities, inform this research. Information is gathered from church records, baptism preparation, guided interviews, field notes, and the lived and observed experience of the parish priest in the life of the congregation. The resulting picture is of a baptismal spirituality that creates holy ground on which people may stand together as equals before God and one another.

Theodore Johnson*Congruence and Transitions in Congregational Size*

This paper begins by examining the ways in which the typology based on congregational size developed by Arlin J. Rothauge has been misunderstood and misapplied by those who focus primarily on the numerical size of a congregation and ignore the relationship style and leadership structure that matches with the numerical size in each type. As a way of discouraging such misunderstandings this paper offers a theory of congruence, as a framework for the Rothauge typology, which holds that each of the four types of congregations has not only a unique numerical size, but also a unique relationship style and a unique leadership structure. When these three variables are in congruence the congregation is a healthy example of its type. When the variables are not in congruence, there is inevitable dysfunction. There are four dimensions to the congruence theory: descriptive, diagnostic, prescriptive and transforming. The balance of the thesis focuses on the transforming dimension, primarily as it applies to a transition in congregational size. The paper looks at the reasons such transitions often fail, suggesting that the existing members of a congregation resist and sabotage any efforts to change the relationship style and leadership structure, even while embracing a change in numerical size. The paper observes that any strategy for a transition in congregational size, as well as significant demographic or other transitions, must break the "genetic code" of the congregation by attracting new members who desire a congregation that is fundamentally different from the current congregation. The key to breaking the genetic code is to move a group of persons in the congregation to a higher stage of faith development. That group will then become the team that designs and implements the transition strategy. The paper then describes a step-by-step process, modeled on the planting of a new congregation, which will bring into being a new congregational group that, in many respects, functions as a separate congregation, but within the canonical structure of the current congregation. This radical parallel development strategy maintains the new congregational group and the previously existing group side by side (although with totally different programs and, perhaps, with different locations) for a period of time until a conflict forces the two groups to find a new way to work together for a new future.

John E. Midwood*Toward a New Paradigm for Inner City Churches*

Seven principles toward a distinct new paradigm for inner city congregations are proposed. The thesis chronicles the creation of a dominant congregational paradigm resulting from the suburban expansion of the Protestant denominations in the first half of the twentieth century. Twenty-five years (1970-1995) of diocesan urban mission strategy development and the stories of four inner city congregations are narrated. Analysis of the narratives highlights the difficulties of using the dominant congregational paradigm to define and evaluate inner city congregations. The new paradigm includes a partnership between the diocese and inner city congregations and contrasts the mission of inner city and suburban congregations.

Courtland Manning Moore*Common Denominators in Successful Large Parishes and their Application to Smaller Congregations*

The thesis examines the history and practice of five large, growing Texas urban parishes and one much smaller parish that has suddenly begun dramatic growth. All six of these congregations have had serious disruptions to their parish life but have overcome them and continue to thrive. Through case studies and interviews with laity and clergy, the thesis attempts to identify those significant factors that have led and are leading to their continuing success stories. In every case, the most often mentioned factor is the quality of the liturgy, followed by and related to a sense of the congregation as a family. It also becomes apparent that excellence and vitality of priest and program play a major role in leading these parishes to grow and to thrive.

W. Taylor Moore*The Church and the Revolution of Electronic Communications: Nine Case Studies and Theological Conclusions*

This thesis focuses on nine ecclesiastical entities responsible for the communication of the Gospel by the use of electronic media. Narrative and descriptive case studies of these groups show the variety of ministry practiced by these communicators from the Episcopal Church, a United Methodist congregation, the United Church of Christ, and the National Council of Churches of Christ. Assessments of these groups are based upon clarity of mission, financial support, and accountability to audience or constituency. Theological conclusions begin with an assortment of the cultural context, the meaning of incarnation in an increasingly virtual world, and the interrelation of interactivity, community and the Trinity.

Robert G. Partlow*The Thriving Church in the Declining Community*

This thesis examines the survival problem of main-line denominational congregations that are located in areas of population and/or economic decline. Strategies previously developed for such congregations are evaluated and new strategies are explored. The importance for all congregations to thoroughly understand the communities in which they minister is addressed. The importance of the congregational leader and the crucial role of the adjutory in the life of congregations in declining locations are detailed.

Meredith Woods Potter*Finding and Forming Asian Leaders for the Episcopal Church*

The rapid and continuing increase in Asian immigration onto the mainland of the United States presents new and increasing opportunities for evangelism. The study documents the population increase and the history of Asian congregations in the Episcopal Church. A research instrument is developed that provides statistics concerning the number, training, and ministries of Asian priests serving in the Episcopal Church. This study hypothesizes that western views of leadership as well as diocesan procedures for the discernment of a "call to ordained ministry" mitigate against the recruitment and selection of Asian leadership to serve the Church, thus making it difficult to evangelize and serve this mission field. The study then examines the canonical and traditional components of typical seminary education as well as the format and characteristics of a number of diocesan and non-traditional schools of formation. The thesis concludes with a program of formation designed to overcome the identified obstacles and thus prepare and empower Asian leadership for the Church.

Florence Read Winkelman*Enhancing the Scope, Accessibility, and Success of Congregational Development Through Communications Technology*

This training guide, dedicated to the concept of congregational development in clusters through video or teleconferencing, contributes a number of elements to the small church development that the corporate size church might enjoy but feel unnecessary. The cluster design appears to allay fears of members--gives them a certain comfort level when participating with other parishes. Cyberspace offers the small church unlimited space--a church without walls--and enables ministry expansion for a tiny fraction of the cost of the traditional

expansion of programs that require the addition of more and/or larger meeting spaces. Throughout this guide, you will discover three primary themes: (1) the small church perspective in Chapter I; (2) beginning the congregational development in Chapter III, moving to an insight into the diocesan perspective--a significant influence on parish thinking; (3) examining more thoroughly the technology component at the conclusion of Chapter III. These strands are woven together as strands of wire are woven into an electric cable; each has its own unique function, and each is important to the whole.

2001 Abstracts

2001 D.Min. Congregational Studies

D. David Clemons

The Commensality of Jesus Christ and Congregational Development: The Recovery of the Dynamism of Jesus' Table Fellowship in the Modern Church for a Local Congregation

Commensality (table fellowship) is the theme and this opus traces the development of certain feeding programs in a parish with special attention to one for high school students called the Munch Bunch which has had some unforeseen and particularly positive results. The commensality of Jesus and the early Church is then explored, five characteristics of his commensal ministry discovered and defined, and a comparison made between the commensality of Jesus and that of the Munch Bunch. The author's thesis is that modern forms of Christian commensality which any congregation can undertake have the potential of tapping into the dynamism of Jesus' commensality as a sign of the inbreaking of God's reign.

Thomas Leighton Day

Kings and Stool Pigeons: Authority for Ministry

The Christian church has continued the work of Christ around the world for many centuries. When Jesus walked the earth, he empowered many others to do the same ministry as he was doing, reconciling people to God and one another. He established the Apostolic model so that the future church would be effective in continuing the ministry. It seems, however, that the first century model for carrying out the purpose of the church has been replaced with an older model found in the Old Testament; the model of having a king go out before the congregation and fight their battles. The church today, however, has replaced the kings with clergy, and the expectation is the clergy will preach, teach, feed, pastor, counsel, and pray for the rest of the congregation. The future of a congregation, therefore, depends upon the ability of the clergy to handle as many tasks for as many people as possible. This model of ministry greatly hinders a church not only in reaching unchurched people in its community, but also providing an avenue for spiritual growth within the congregation. Dependency upon the clergy for sole leadership has also put the church in a vulnerable situation. It is similar to the dependency the passenger pigeons had with their leaders who came to be called stool pigeons. Their dependency upon the stool pigeons brought about their extinction. This thesis has looked at five churches who consider themselves to be churches following the Apostolic model of empowering as many people for ministry as possible. These churches are varied in size, socio-economic background, geographic setting, age, and denomination. Three of the five churches are from the Episcopal denomination. All of these churches have recognized the need to move away from the model of having a king lead them. How they have accomplished this and to what degree of effectiveness they have achieved, varies with each church. The conclusion looks at why the church should move toward the lay oriented model of ministry, and what are some possible consequences with it stays planted in the model of kings and stool pigeons.

William F. Dopp

Transforming Emerging Congregations Into Missionary Outposts In The Episcopal Diocese of San Diego: A Strategic Plan

This thesis is a strategic plan for the Diocese of San Diego to transform emerging congregations into missionary outposts. It looks at the diocesan role in the process of congregational development as well as the role of individual congregations. Findings in this study show the importance of the diocesan community as emerging congregations face the challenges of the post-Christian world. The strategic plan offered here requires participation at all levels of diocesan life.

Douglas Robert Dunn

In Search of Vision: The St. Luke's Story

This thesis explores a process for discerning God's vision for a congregation, using the specific example of St. Luke's Episcopal church, Denver, Colorado. It presents a strong theory of vision formation which utilizes a "compare and contrast" method of synthesizing the thoughts and research of three experts in the field of vision development. The thesis examines biblical and theological foundations for vision, as well as liturgical expression and integration, with an emphasis on the need for prayer (personal and corporate) surrounding the process. A systems analysis is used to explore leadership and congregational qualities which assist in growth and health. The framework of St. Luke's example, using their strengths and weaknesses, is offered

as a model of vision discernment and development which is applicable to other parishes and faith-based communities.

William Patrick Gahan, III

Miraculous Expectations in the Lone Star State: A Study of Congregations Moving from Maintenance to Mission in the Diocese of Texas

The Episcopal Diocese of Texas, while situated in a region blessed with substantial population growth and abundant resources, was in a measurable spiral of decline. Church membership, baptisms, confirmations, stewardship, and worship attendance lagged significantly behind the exploding demographics of the diocese. In answer to the crisis, Bishop Claude E. Payne, Episcopal Bishop of Texas, devised and implemented is Vision of Miraculous Expectations. This thesis examines the Biblical, business, and current ecclesiastical scholarship contexts of the diocesan vision. Primarily, however, the study analyzes five congregations which have adopted the vision to determine if they have realized any tangible and edifying growth.

John Kirkland Graham

A Relational Model for Lay Teams in Evangelism and Discipleship at St. Martin's Episcopal Church in Houston, Texas

This thesis proposes the introduction of lay ministry teams to St. Martin's Episcopal Church, Houston, which is expecting a large influx of new members. The purposes of the teams are to welcome new members and incorporate them into the life of the parish and to establish a plan of discipleship for encouraging the spiritual growth of all members. Like many large churches, St. Martin's leadership style is hierarchical and professionals are paid to do the ministry. Lay ministry is not always welcome in a setting where a high standard of professionalism is the principle of "parallel development" and a seven-step "strategy-for-change". Anticipated outcomes and ways to manage resistance, if the proposed model is put into place, are discussed.

Frank Jay Hawkins, Jr.

When the Boom Fizzles: Reclaiming Purpose in the Local Congregation

There are four distinct pastoral leadership problems which lie within a local church reclaiming a purpose for existence that has been lost or forgotten. The Four Principles of pastoral leadership directly address those problems. The first problem is a lack of trust in "outsiders" by the members of the church. Their lack of purpose has driven them ever inward in their thinking and acting. A pastor, especially a new pastor, is an outsider. Accordingly, the pastor must first win the trust of the parishioners. The second problem is one of lay leadership. With the cognitive loss of church purpose, the leaders have become engaged in survivalist thinking. The survivalist centers on the maintenance of the status quo and tends to become frustrated and dysfunctional as the status quo dwindles and wanes. The survivalist tends to operate alone. It is for this reason that the pastor identify and organize the lay leadership around a new goal. After the identification and reorganization of the lay leadership, the pastor's next problem is to train them. They need to be trained in how to deliver to the ambient culture whatever is their chief purpose for existence as a church. Finally, the pastor needs to mobilize the leaders for delivery of the church's purpose both within and without the parish. While accomplishing each of the Four Principles there are blockages and stressors that threaten both the pastor and the pastor's mission in the church. There are seven techniques the pastor may use to bypass the blockages and to alleviate the stress.

Richard M. Jones

New Structures for Mission: A Regional Redevelopment Intervention

This thesis describes a redevelopment intervention involving six Anglican parishes in one region. The intervention is described with reference to the organizational developmental theories of Arlin Rothauge and the work of Peter Senge and Harrison Owen and the concept of "The Learning Organization". As the parishes of the region became a Learning Organization there were structural changes with parishes closing and amalgamating. New structures for mission are described including team ministry, common administration and common mission objectives. New models of leadership and governance are explored with reference to the experience of the wider church.

Colin Purdie Kelly, III

Establishing a Contemporary Service at Trinity on the Hill Episcopal Church

This thesis describes the transition of a traditional Episcopal congregation as it expands its mission to include evangelistic worship. The narrative expresses the issues associated with the process of change required for the congregation to develop and add to its worship schedule a contemporary service designed to minister to young adults. Insights from literature on the characteristics of Generation X and strategies for change in a congregation are explored in the transformational process. Through the thesis narrative a discussion of the theological issues arising from worship evangelism, such as the relationship between the

sacraments of baptism and eucharist, is initiated.

Mark J. Key

Examining Models of Transformation

This thesis examines five models of congregational development (or redevelopment). The models are analyzed and evaluated using the following standards: assessment, systems, leadership, worship and mission, planning, spiritual development, and modern day evangelism. The goal of the thesis is to assist congregations and church judicatories in bringing about renewal and transformation. Help is offered in selecting a model that more correctly fits the local situation resulting in church health and vitality.

Frank Walter King

The Conduit Model: Connecting Congregation and Community in Context

This thesis deals with the intentional restructuring of the relationship between a congregation and a community who share a common context by the development and practice of effective communication between the two. Specifically the thesis proposes the construction of a communication conduit and its maintenance as a vehicle for an intentional connection so that the shared context will not be expected to inappropriately bear that load. By claiming the similarities of the congregation in its context to a business in its context, a working and informative parallel is drawn between the relationship marketing model most recently offered by Ian Gordon and the conduit model developed in this thesis. The means of conduit design and construction proposed, developed, and tested by this thesis is that of custom local cable television advertising as an efficient tool for connecting a congregation with its community. The last chapter of this thesis is designed to function as a "pull-out" guide that may be used by a parish or consultant to test the feasibility of such a pursuit by any congregation regardless of denomination.

Edward Joseph Konieczny

Someone's Sitting in My Pew: Learning Discipleship Through Church Marketing

This thesis tells the story of one congregations revitalization through the use of church marketing for growth. Through narrative, the thesis explores the distinction of Discipleship with Membership and how church members respond to changes in church mission as a result of growth. The thesis draws upon congregational development theories pertaining to life cycles, parallel development, family systems, evangelism and the cultural changes of churches in America.

Steven Myron Pope

Team Leadership for the Twenty-First Century Applied to a New Ministry in an Established Church

This thesis first reviews the challenges of the twenty-first century church as it faces rapidly emerging paradigm shifts in leadership models. Then the requirements and options for leadership are reviewed in light of the generational changes taking place in the postmodern church. There follows a field study of four churches in the Houston, Texas area that have recently added a new worship service using differing models of leadership. Finally, a plan is developed and tested with the recruitment and development of leadership for a new worship community at Calvary Episcopal Church, Richmond, Texas.

John Joseph Sheffield

Internal Transformation of Leadership at a Critical Growth Barrier

This thesis explores the internal changes of four priest/leaders who faced a critical growth barrier (200 Sunday attendance) in their churches. After in-depth interviews, it was revealed that these leaders share remarkably similar experiences of inner transformation with respect to:

1. Relinquishment of control
2. Realizing authority thru authentic servanthood
3. Handling the chaos growth stimulates in churches

This study maintains that each of these internal transformative experiences contributed to the success of breaking past barriers to growth. It also invites further research into the nature of transformation in church leaders at critical growth barrier events.

Patrice Eileen McCullen Schexnayder

Life on Earth: How Does the Episcopal Church Respond to Environmental Concerns At the Turn of the Millennium?

This thesis examines the level of support by the Episcopalian "in the pew" for the environment-related policies of the Episcopal Church which are based on resolutions passed by General conventions and by the Executive Council. The level of support of the policies was measured through a survey instrument, administered in the Diocese of Texas, that requested demographic data and responses to fifty-nine statements from Texans as well as non-Texans. Biblical covenant, scripture, culture, cosmology and science, and theology (mainly twentieth century), provided theory for the research. Environment-related

ministries were also examined as a component of the social justice ministry of the church, and as a significant aspect of the postmodern scientific, cultural, and religious conceptual paradigm in which Episcopalians live. Environment-related ministry existing in the Episcopal Church, potential ministries that could be developed, and experimental liturgy are among the topics considered in the effort to determine ways environment-related ministries have been or could be incorporated in Episcopal parishes.

Edward Daniel Smith

The Afterpastor: Leadership Characteristics of Successful Afterpastors

This thesis explores the leadership qualities needed by a clergyperson who serves as an afterpastor. Through narrative it tells the stories of five congregations victimized by clergy sexual misconduct and the leadership characteristics displayed by the pastors who have led them to recovery. The thesis makes use of the Biblical image of the shepherd as seen in Ezekiel 34 and John 10 to help understand from a theological point of view the leadership skills needed by traumatized congregations.

Peter Van Horne

All Things to All People: Training and Proficiency of Clergy for Multicultural Ministry

The question of how to minister effectively in multicultural faith communities needs to be taken seriously if the Episcopal Church is not to lose an evangelization opportunity. One aspect of this study is a review of some of the literature concerning multicultural ministry and how it can be done well. A second aspect of this study is a review of the curriculum of the Episcopal seminaries in the U.S. and whether or not their courses include opportunities for future clergy of the church to learn how to minister in multicultural settings. We will see that some seminaries offer no courses in multicultural ministry, others have marginal or barely adequate learning opportunities, and some seminaries have excellent models to prepare people for ministry in multicultural contexts. A final aspect of this study will be a review of the results of the survey of members of four multicultural congregations in the Episcopal Diocese of Hawaii in which respondents were asked to identify the traits of clergy who minister in multicultural churches. The study will show that education for ministry in multicultural contexts is not being taken seriously enough by seminaries, and that bishops, those responsible for monitoring the studies of ordination aspirants, the Council for the Development of Ministry, and the ethnic ministries represented in the Episcopal Church's Congregational Ministries Cluster need to work together to change this situation for the better.

2002 Abstracts

2002 D.Min. Congregational Studies

Richard McCracken-Bennett

Future Story: A Tool for Change Agnets in the Church

This thesis describes how a congregation developed a story of their future as tool to help them navigate their spiritual strategic journey. The thesis begins with an introduction to storytelling theory and then describes the Future Story development process and how it was adapted for this congregation. The research method is described and an analysis of the project is given. The entire Future Story of All Saints Church as it was presented is included with comments about its development and ways it might be improved. Finally, the thesis concludes with a series of hunches, emerging themes for future study, and insights gained by the project.

Rock Hal Schuler

Planning Generation X Worship with Particular Reference to the Perspective of Tom Beaudoin

This thesis explores the practical application of acculturated worship by reflecting upon a "Generation X" liturgical service in the light of the work of Tom Beaudoin. Using Beaudoin's book "Virtual Faith" (along with several reviews of it) as a foundation, the author explores the development of a Christian rock music communion service in his parish. The service employs multi-media (video clips, computer animations, pictures, and music) and numerous "sacramentals" (scented candles, vestments, liturgical symbolism) to create a unique and appealing "worship experience" that conveys the ancient faith and Eucharistic worship of the Church in a popular culture format that has been successful in drawing in Generation Xers and younger. A pragmatic and theological evaluation of the service concludes the paper, with learnings offered for others attempting similar acculturation.

2003 Abstracts

2003 D.Min. Congregational Studies

Adedokun A. Adewunmi

From Survivor to Servant: New Life For A Family Congregation

This thesis is the story of efforts made by a family congregation in community development through ministry to young people. Elderly church members were motivated to serve on the board of the youth club and

volunteer as chaperones, affirming that age should not be a barrier to ministry. The work continues to improve relationships of young people with other groups in the community. The congregation has become better known, which may facilitate future growth.

Bruce W. Boss

The Relationship Between Clergy and Lay Leadership in Turnaround Congregations

This thesis examines the relationship between clergy and lay leaders in congregations that have gone from a period of decline to revitalization. The thesis is based upon the case studies of five congregations. The literature examined comes from the areas of leadership and congregational development. The study identifies three scenarios in the relationship between clergy and lay leaders and lists five characteristics the leadership in these situations has in common. Implications for leadership at both the parish and diocesan levels apply the learnings from the study to the current church situation.

Geoffrey Thomas Boyer

Ministry in the Marketplace: A Study of the Process Used by St. Michael's Episcopal Church Lansing, Michigan to Engage the Commercial Neighborhood of Which It is A Part

This congregational thesis is a detailed description of the steps and measures taken by a pastoral-sized congregation in decline to generate data for determining new ministry options in an adjacent commercial neighborhood. While the data are suggestive rather than conclusive, they raise questions about mercantile or marketing assumptions in relation to altruistic entities. A brief critique of market-driven economics is offered and a discussion of the "high theology of work" is presented. The concept of separating church and commerce – as a corollary to the separation of church and state – is also introduced.

Ann Johnson Broomell

"Who Dares Stand Idle": The Spiritual Life of the Agent of Change

In order to live into the hope of the future as people seek new meaning in their lives in the century to come, we in the Episcopal Church must be able to change as a people of God, as followers of Jesus Christ, both to discover meaning for our lives and to offer a place where others can discern meaning as well. The agent of change lives in the midst of a shifting paradigm, seeking to connect the truths of Christianity and Anglicanism with today's perspectives and realities, both to meet the needs of the present and to offer Christ to the future. The church desperately needs those who will risk to lead it into the future; those who will not stand idle in the midst of Christ's call. Adaptive leadership, the role of the agent of change, is grounded in the spiritual life of the leader. The insights of ten individuals, bishops, priests, and rectors, who are leading change in varied settings and areas of ministry underscore the connection between adaptive leadership and call, between risk and spiritual support. Their call is reinforced and they find strength and support through prayer and listening, through interactions with other people, and through their understandings of and response to events in the church and the world. Writings in the area of ministry and business in the areas of vision and call, discernment, and self care support the conclusions of those involved in this challenging life.

John Day

Use of Liturgy and Spirituality in working with chronically troubled congregations

This thesis explores a new leadership model for healing troubled congregations. The model employs three perspectives usually ignored in church-management strategies: Bowen Theory, liturgy and spirituality in the form of contemplative practices. Bowen Theory makes available new strategies to manage troubled congregations because it looks at these congregations as anxiety-plagued emotional systems incapable of consistent rational judgment. The thesis examines the use of Centering Prayer as a leadership strategy to reduce congregational anxiety, or reactivity, and contends that this individual contemplative practice can be introduced to a congregation as a whole by making relevant changes in the standard Sunday liturgy. The results suggest that highly reactive congregations can greatly benefit from adopting Centering Prayer, or similar contemplatives practices, and that Sunday liturgy is a powerful tool in healing troubled congregations.

Mark Gatza

Overachieving Congregations: Demographic Pressures and Congregational Development

Current church size theory suggests that the average Sunday attendance of a congregation can be predictive of many of its organizational and structural characteristics. Some argue that there are as few as four basic size groups, while others posit eight or more. Within or between these groupings there are apparently unstable size ranges, where congregations cannot exist for long without growing out of them or shrinking back to a stable point, according to many leading thinkers. This study examines four "overachieving congregations" which have lived for several years in one of these unstable zones, analyzing the characteristics which they share, contrasting them to neighboring congregations, and describing the decisive role of demographic pressures in the designated growth area within which they are located.

John Robert Hector, Jr.

The Season of Anticipation in a Small Church

One critical stage, often overlooked and misunderstood, in the life of a congregation, is the "season of anticipation," which a transition opens. William Bridges named this stage the "neutral zone." It is a characteristic of all change, and, if identified and utilized, it can hold singular value for a congregation. The survey is used to both gauge the congregation's reaction to change, and also to introduce the congregation to its potential. In the considerations, the role of prayer is understood not only as the practice of God's presence, but also the impetus for action.

Rod Moore

An Old Table in New Space: Restructuring the Congregation for the Recasting of its vision

This thesis tells the story of a congregation that was able to fulfill its vision to become a program sized parish to serve a growing city after many disappointments. The narrative explores the problems experienced by the congregation and then records the intentional effort of clergy and lay leadership to move the parish in a positive direction that empowered individuals for leadership and lay ministry. This thesis illustrates the power of adaptive change which allowed this congregation to reorganize in a successful way that created the energy to both expand the ministries of the parish and complete a \$2,000,000 expansion of the church facility.

Margaret E. G. Murray

'A Better Wheel For These Times' Servant Leadership: A Paradigm for Clergy Leadership in Today's Congregations

This thesis is a critical examination of issues affecting clergy leadership in congregations. The paradigms of patriarchal hierarchy and Christendom are analyzed to expose the dynamics of dominance, deference, and dependence as forces which impinge on clergy relationships within congregations. Insights from contemporary leadership theorists and active clergy are employed to argue the inadequacy and incongruous character of this legacy of leadership patterning. Robert Greenleaf's Servant Leadership principles are utilized to critique the systematic consequences and are proposed as a credible, vocationally appropriate alternative paradigm for life-giving leadership in contemporary congregations.

Philip Paradine

Leadership during Rebuilding at St. Thomas' Episcopal Church, Christianburg, Virginia: A Rector's Tale of Organizational Empowerment through the use of Benedictine Spirituality

This thesis tells how the Rule of St. Benedict informed, guided, and sustained organizational empowerment during rebuilding of a parish hall. Insights from writers indicating organization and spirituality as key to parish success are applied at a key stage of congregational revitalization. The theological basis for organizational empowerment is developed from the confirmation rite of the Book of Common Prayer. Benedictine spirituality is explored as a means of addressing stresses on clergy and laity during reconstruction projects. Models of leadership incorporating spirituality and organizational empowerment are examined as alternative approaches to conflict management.

Carol Pinkham Oak

Clergy Leadership Development

The First Two Years

The Transition into Ministry Program

This thesis describes the Transition into Ministry program at Christ Church, Alexandria, Virginia. Funded by the Lilly Endowment Inc. and Christ Church, the TIM program establishes a process for leadership development for the first two years of ordained ministry. The thesis describes the three main components of program: first, a model for leadership development in new clergy, second, a teaching congregation, and third, clergy mentoring. The affects of establishing a new teaching mission for the congregation and introducing the role of clergy resident for newly ordained clergy are considered as part of the dynamics that change the congregation, the staff clergy, and the residents.

Bill Steinberg

The Story of Gracepoint: An Incarnational Approach to Church Planting

In spite of a plethora of church planting models, images, and biblical rationales, there is a lack of true theological reflection giving shape and direction to the church planting initiative. After reviewing current literature, the author argues for what he terms an incarnational approach to church planting, which derives not only its name but also its very nature from the way God has chosen to be made fully known to us. The author's contention is that the success of a church plant (new congregation) can be enhanced by the presence of a local team committed to an incarnational approach to church planting: that is, by a team of people who are devoted both to the mission of the Word of God, and to becoming enfleshed in ways the Gospel can best be received by the intended population. Utilizing his own experience planting a new church

as a case study, the author often demonstrates to the reader what is best avoided in developing new congregations, and how an incarnational approach might produce more significant results.

William Thomas Warne

"O Lord, My Boat is So Small and the Sea is So Great": A Small Church's Story of Growth and Revival.

This thesis seeks to examine how the faith/spirituality of parishioners at St. John's Episcopal Church in Huntingdon, Pennsylvania, has deepened, and to examine if this deepening directly relates to the growth and revival of the parish over the past five years. The thesis also posits that churches which are growing rapidly and showing significant signs of revival are churches which at the same time are deepening their people's faith/spirituality. The importance of helping people in the pews to open themselves up to the presences and power of the Holy Spirit in their lives as it leads to congregational growth and revival will also be addressed. The purpose of this paper will be to show how these factors play-out in the context of a small congregation located in a small college-town, in central Pennsylvania; and to help the wider church see how growth and revival are possible even in the small sized church.

2004 Abstracts

2004 D.Min. Congregational Studies

Jay J. Gantz

Grace in the Ghetto

This thesis tells the story of a one time, thriving neighborhood congregation currently experiencing the depression and decline of the inner city. Through the application of insights and principles offered by professionals in the field of church growth and development the author shows the approach and early result of parallel development in the congregation and extended community. With the continued decline of the neighborhood the dynamics and ministry of the congregation have changed significantly to accommodate the needs of a, now, culturally diverse growth ghetto parish. Through liturgy and social reconciliation the congregation shares with the community a way of living into the gospel and acknowledging that God is no stranger to the way of life in the ghetto.

John Kenneth Gibson

Keeping Them in the Fold: A Case Study of Membership Retention in Five Congregations

Congregations lose an estimated 9% of their membership every year. This paper reviews the findings of numerous disciplines on the possible causes and processes of disaffiliation and affiliation from the denominational to the individual level. In person interviews with the staff and members of five churches provide real world insights into this topic. Finally, this study offers principles to retain members.

William Forrest Lee, III

Changing Times- Timing Change

The Rural and Small Town Church: Family Chaplaincy or Missional Community?

Developing a Missional Church Ethos in the Family Church Context- A Case for Long-Term Pastorates
Small churches are unique. Growth threatens any small church because its ministry, its very existence, is predicated on relationships made over time. Growth in numbers is not the answer to the success of the small church. A change of ethos is. The small church tends toward insularity, the antithesis of mission, requiring a church to look outside of itself. A small church can be moved into this ethos, but only by caring leadership which has taken the time to develop a trusting relationship with the congregation. The standard practice of placing seminarians or retired clergy in small congregations for a few years at a time does no good for the long-term mission of the small church. A concerted effort must be made by seminaries and denominational authorities to prepare clergy called to small congregations for a career-long commitment to a single congregation or cluster. Calling processes must be geared to seek out a long-term commitment from both sides and to do much more work in finding a good match between clergy and congregation.

Trawin Malone

The Continuing Relationship Between the Search Committee and a New Rector: What Happens After You Say "I Do"?

This thesis develops the idea that a transition committee that has been in place from the time of the announcement of the departure of a rector through the first two years of the new rector's tenure provides the stability to explore the spiritual, cultural, and emotional dynamics of the transition. The differences between the traditional model and the transitional model of clergy deployment are explored. If a transition committee has not been in place, then the search committee, functioning as an advisory committee for the first two years of the tenure of the new rector, will help in the transition. This thesis explores the results of keeping the search committee in place as an advisory committee.

Nancy Ann McLaughlin*I Will With the Help of God: Baptismal Covenant in the Episcopal Church*

Forty Episcopal congregations that had been recommended by their diocesan offices as having significant lay involvement were interviewed for this study which examines the individual elements of the baptismal covenant as contained in the 1979 Book of Common Prayer and its implied concept of baptismal ministry. The historical roots of the covenantal practices are examined highlighting the role attributed to God and the response of loving service from the people. In addition to examining each of the congregations in terms of the basic elements of the Christian life, their expectations regarding the role of the clergy are also covered. Roy Oswaltd's "Focus of Ministry" polarity is also used to illustrate the importance of maintaining a balance between the church as a "movement," focused on a dynamic relationship with God, and the church as an "enterprise" or institution focused on preservation of beliefs and traditions as well as the organization's maintenance and survival. The use of language was found to be of importance both in determining who utilized the concept of baptismal ministry, as well as in analyzing the extent of a congregation's belief in, and reliance on, God.

Todd Ousley*Tough Trust: Transitioning Congregations From Pastoral Size to Program Size By Balancing Results, Integrity, and Concern*

This thesis is based on the proposition that the transition of a congregation from pastoral size to program size is positively correlated with Shaw's notion of "Tough Trust," an approach that balances three key imperatives: achieving results; acting with integrity; and demonstrating concern. Specifically, research was conducted in six congregations of transitional size (Average Sunday Attendance between 140 and 225) in the Episcopal Diocese of Texas to determine levels of trust present and then to explore the correlation between trust levels and the apparent success of the congregation in transitioning from pastoral size to program size. Initial comparison of individual congregations survey results and Average Sunday Attendance (ASA) figures for each congregation supports the thesis that there is a positive correlation between congregational trust levels and a rise in ASA. Further investigation into the factors affecting a congregation's success in transition from pastoral to program size suggests that a focus on techniques to "grow" congregations is misplaced. Instead, leaders should focus energies on the constellations of behaviors that cause increased trust to develop, thereby creating a positive environment to "grow" the congregation.

John Thomas Sorensen*The Role of the Bridge Minister in Leading Diocesan Change: Creating the Diocese of Albany Spiritual Life Center*

This thesis examines the application of congregational development theory at the diocesan level. When the Episcopal Diocese of Albany sought to redevelop its conference center ministry as an integral part of a comprehensive diocesan renewal initiative, the author served on the "Futures Committee" assigned to manage the project. This thesis examines the process of finding and purchasing a new conference center site, evaluating its conceptual innovations-development, interweaving narrative with applications of Arlin Rothauge's theories on Congregational Life Cycle, Parallel Development and Bridge Ministry. Everett Rogers' innovation diffusion theory is used to examine and expand Rothauge bridge ministry concepts, and the enlisting of innovation attributes as a theoretical tool to speed diocesan adoption of the "Spiritual Life Center" concept is demonstrated. The role of conflict within the innovation development team is examined using Thomas-Kilmann conflict modes, evaluating the roles of bridge minister and innovation champion in leading the team to a true collaboration that results in a decision acceptable to 86% of diocesan clergy.

Daniel O. Worthington*Land Purchasing for New Congregations*

The selection and acquisition of fifteen new church sites in the Episcopal Diocese of Virginia are the fruit of more than twenty years work in stewardship and a change in the culture that vies and supports church planting and the planters. The commitment to successfully plant new congregation and acquire church sites has had the support of the diocesan clergy and laity. The excitement of church planting has caught the imagination of the Diocese. A church site acquisition approach is offered with additional information to assist in land purchase. A biblically based stewardship model give credence to tithing as a normative standard of giving and has assisted the fund-raising efforts for land purchases. Two case studies are included about a land purchase and a donated site.

Kathryn Wajda*A Challenge for the Church: Supporting Generation X Parents through the Joys and Perils of Raising Christian Children in a Post-Modern World*

This thesis describes some of the needs and desire of Generation X parents who want to raise their children in a Christian community. The research data collected from 96 parents uncovers some of the issues these parents face in their day to day lives and how they hope the church will support them as they teach values and develop their family's faith. These parents believe that a faith community may provide a qualitatively better chance to offset the powerful influences of a culture that markets sex, violence, and consumerism to their children. The church can focus on these parents' hopes, dreams, and concerns and offer them nurture with prayer, worship and opportunities to participate in service to others. This thesis demonstrates that supporting the call of parenting must be part of the church's call to ministry in the 21st century.

Demi Prentiss

Bridge Ministers for Hire: Lay Ministry Coordinators as Pioneers of a New Paradigm in Developing Churches

The Total Ministry concept advocated by the Standing Commission on Ministry Development in its report to General Convention 2003 is dependent on the formation of skilled, empowered, sophisticated, well-trained leadership among the laity. The effectiveness of lay professionals charged with pioneering this new paradigm is examined through the experiences of six congregations in the Diocese of West Texas, where "lay ministry coordinators" serve as bridge ministers in numerous dimensions. In examining their work, this thesis explores the theological and practical implications for congregational development, leadership development, and church planting.

2005 Abstracts

2005 D.Min. Congregational Studies

Barbara Lynn Bond

Seeking God in God's Country: A Case Study of Attempted Shared Ministry of Episcopal and Lutheran Congregations in Rural Pennsylvania

This case study presents data from interviews with members of two small congregations of Lutherans and Episcopalians in a remote rural town in central Pennsylvania. The data are compared to successful cases of congregational merger in Oregon and Utah. The author identifies markers of success for such ventures under Called to Common Mission.

Patricia Diane Boyce

Confirmation: Rite Now!

The Rite of Confirmation is a rite with a checkered history—in and out of favor and usage. Though it waxed in importance in the early centuries and waned in later ones, almost to extinction, it is a rite that deserves dignity and importance within a congregation. The preparation of teenagers to participate in this rite is the topic of this project. I call for a Confirmation Revival and a curriculum for teenagers to support this renewed emphasis on the bishop's visit to confirm those duly prepared within the congregation.

Lydia Grace Burton-Edwards

The Screen of Common Prayer: Using Visual Media Projection in Episcopal Liturgy

The use of visual media projection in Episcopal liturgy is a rare but growing practice. This paper studies three congregations at different stages in their adoption of this technology: St. Gregory Episcopal Church in Deerfield, Illinois, which offered their first projected liturgy in June of 2004; St. George's Episcopal Church in Dayton, Ohio, which has offered projected liturgy since 2002; and St. Andrew Episcopal Church in Kokomo, Indiana, which began experimenting with projected liturgy in 1998. The study also includes results of a survey of twenty-three additional Episcopal congregations who are using visual media projection in liturgy on a regular, seasonal, or occasional basis. Mention is made of the use of projection technology at General Convention 2003 and includes references to conversations and correspondence with one of the producers of the General Convention presentations. The paper concludes with reflection on developing visual projection for liturgy consistent with the Anglican tradition.

John R. Cope

Fifteen Years in a Missional Journey of Welcome And Reconciliation Foundry United Methodist Church 1990-2005

This congregational thesis covers an important and historic fifteen-year period in the ministry and missional journey of an influential corporate size congregation, Foundry United Methodist Church (Foundry) in Washington, DC. This thesis contains a detailed description, chronicle, and study of a more than five year congregational debate and decisional process (1990-1995) as the deeply divided congregation (which was attended during much of this period by President and Mrs. William Jefferson Clinton and also by Senator and Mrs. Robert Dole), considered whether or not to publicly welcome *all* persons, *including all homosexual persons*, by joining the Reconciling Congregation Program (RCP). Ultimately the October 1995 vote of the Foundry Administrative Board to become a Reconciling Congregation was extremely close, with fifty-two in

favor and forty-five opposed, a difference of only seven votes. Foundry was one of the largest and most influential congregations in its denomination ever to have made the decision to become a reconciling congregation. Also considered in this thesis is the subsequent ten-year period (1995-2005) of Foundry's ministry and missional journey and the congregational changes, challenges, and opportunities as a result of Foundry's decision to offer unconditional *welcome* and *reconciliation* to *all*, including all homosexuals.

Wilfredo deVenza Crespo

Meet, Greet and Follow: A Multi-Dimensional Unconventional Model for Faith Development And Congregational Growth in Jail

This thesis examines how simple engagements, everyday crisis and chance meetings with inmates in Prison can become "Open Doors" to enter the Church and into a more authentic relationship with God. Every interaction in prison becomes pivotal because everything seems to be so full of uncertainty, distrust and superficiality. Using simple things like a "card" or a "song" for example, helps humanize interactions and the environment thus creating a space through which we can experience each other as "other" and begin a dialogue that leads to healing and an honest faith. Everything in and about prison life is a "door" that can be opened to, rather than closed off from the grace of God.

Mark Bernard Cyr

A Plan for the Support of Congregations in the Diocese of New York

Every diocese has congregations that cannot fully support themselves financially. The Diocese of New York has made a unique commitment to assist many of these congregations through a program called the Congregational Support Plan (CSP). In an exceptionally creative way, the CSP has transferred a major financial burden from the shoulders of the congregation to that of the Diocese. This is a bold undertaking for any institution, but it is an appropriate one for our Church because it is a mission and ministry oriented action, as opposed to a maintenance oriented action. This paper is a review of the history of this unique and creative attempt to address the question: "How can a diocese support its small congregations which are struggling financially?"

John Michael De Beer

A Vocation Worthy of Our Calling: Gifts Discernment and Congregational Development

This thesis describes a gifts discernment program at St. Martin's-in-the-Field Episcopal Church in Severna Park, Maryland. It examines the effects of the program on the individuals who participated and on the congregation as a whole. The strengths and weaknesses revealed by the study are interpreted through the lenses of missional theology and vocational development. The final chapter recommends locating gifts discernment within an overall program of adult faith formation and describes a pilot version of one such program, *KLESIS: Called to full humanity*.

Kenneth John Dorsch

Worship Called To Its Senses: The Integration of the Spiritual and the Multi-Sensory

This thesis explores the theory and praxis of worship in a postmodern context. By focusing on the experience of those in Generation-X, the thesis traces the foundational shift from a modern to a postmodern paradigm and the opportunities this presents to the church for its worship. Through the use of four contrasting case studies, two generative themes emerge: (1) the value of the multisensory potential of worship, and (2) the need for belonging to an authentic community that is both inclusive and interdependent. Insights from aesthetics, hermeneutics, theology and philosophy suggest that worship will be most creative, enriching and transformative when it is interactive and multivalent. The church is challenged to find new ways of worship that invite people into not only the "knowledge" of God, but also the "experience" of God.

Neysa Anne Ellgren

Under the Microscope: Lab Congregation Models for Church Development

Three different Episcopal dioceses – Minnesota, Southeast Florida, and Los Angeles – are currently using similar laboratory models of congregational development whereby specific congregations are chosen to participate in focused, intensive learning and practice for their own growth and development and for that of the diocese. This thesis examines this kind congregational development practice at the diocesan level. Costs of these programs, learning gained, and results after one year are compared

Kathleen Michele Galvin

Congregational Development An Oasis In a Desert Congregation

This thesis details the formation and life of a contemplative Celtic prayer community formed within a dysfunction pastoral size parish church recently built on an obscure and marginal site. This contemplative prayer community has become a vehicle for training deeply spiritual leaders who facilitate and assist the parish in three specific areas of congregational development. These areas are the development of the parish's spiritual health, the expansion of the paradigms of existing ministry models as well as the development of new models for ministry and the restoration of financial security. The shared spirituality of the members of the community has permeated the congregation and restored hope and confidence in the parish.

Stephen Garratt

"Treasures in Earthen Vessels:" Contemplative Ministries in Congregational Settings

This study addresses the problem of how contemplative spirituality might be integrated into the life of a contemporary congregation. Five congregations of the Episcopal Church were identified as having significant contemplative ministries that influenced various areas of parish life. These congregations were viewed as being in "contemplative renewal." This study examines the influence that contemplative practice has on participants involved with outreach, worship, pastoral care, leadership, and their portraits of Jesus. The assumption of this project was that these areas of parish life would benefit from the practice of contemplative prayer. Thirty-three clergy and lay persons participated in this study by responding to questionnaires and face-to-face interviews. The results indicated that participants believed that contemplative prayer strengthened their exercise of pastoral care, enriched their experience of corporate worship, and deepened their awareness of the presence of Christ or the sacred in their lives. However, the results did not support a positive correlation between contemplative practice and the exercise of leadership, or a stronger desire to be involved with outreach and social justice issues. This study also includes practical suggestions on how congregations might go about integrating contemplative practice into congregational life.

George Gray

Congregational Size Dynamics and How One Congregation's Transition Was Made Easy

"Congregational Size Dynamics and How One Congregation's Transition Was Made Easy" is a thesis that presents concepts in church size dynamics and how the utilization of these concepts made one congregation's transition easy. Two charts are presented: a "Congregational Size Dynamics Chart" and a "Leadership Authority Chart." The "Congregational Size Dynamics Chart" builds on accepted theories in congregational size dynamics. The "Leadership Authority Chart" presents an hypothesis and graph on expected leadership authority changes as a congregation grows. Additional educative strategies for transitions are also recommended. A history of one congregation that failed to transition for almost forty years is reviewed and how that same congregation was able to easily transition as a result of leadership, using the concepts, charts, and strategies outlined in this study.

Stephen T. Hale

STASIS, CHANGE, and MERGER: The movement of the Church from grave to hope to resurrection; an exploration of the success of congregational mergers as a form of "new" church start

Mergers are occurring with increasing frequency among American Protestant churches. The published body of knowledge regarding congregational mergers along with case studies suggests that the merger of two or more congregations into one merged congregation can provide a way of resurrecting declining congregations. Three merged congregations were visited, studied and evaluated to determine the degree of success of the past merger. The author pastored the merger one of the three merged congregations included in this study. The reasons for success and failure are explored and evaluated to create an understanding of what might work in congregations that are considering the possibility of merger and resurrection. It is apparent that mergers are not a method of church growth, but instead are a potential hope for resurrection.

John C.N. Hall

Strangers and Aliens, Citizens and Saints: Multicultural Challenges for Hispanic/Latino Ministry in the Church

The Episcopal Church, overwhelmingly Euro-American in its membership, has a genuine desire to minister to and with the rapidly expanding Hispanic/Latino population in the United States, but many dioceses and congregations do not know how to accomplish this ministry successfully. Central to this dilemma is often a lack of awareness of the basic realities of multicultural ministry. The Church can fail to understand cultural contextual incarnation, the balancing of power, and the challenges of language, leadership, and church structures involved in Hispanic/Latino ministry. This thesis examines the opportunities and problems of multicultural exchange and ministry, focusing on issues of American worldview, intercultural power dimensions, and cross-cultural awareness and differences. The study includes a nationally representative set of Episcopal churches involved in ministry among Hispanics/Latinos, as examples of the current status of

such ministry in the United States. The thesis persuades the Church to view Hispanic/Latino ministry not through the theological lens of outreach, but rather with a theology of mutual ministry that sees the Church as one body worshipping with multiple languages of prayer, welcoming those once perceived as strangers and aliens to their place as citizens and saints.

Michael J. Hanley

"Oh, it's you again": Episcopal Visitations as Congregational Development

Episcopal visitations to congregations should be opportunities for congregations and bishops to engage in intentional conversations about congregational development yet these visitations often do not allow for such conversations to take place. Through extensive interviews with bishops this thesis proposes the introduction of a congregational development module into the current practices of bishops as they engage in the ministry of visitations to congregations.

Mary Anne R. Heine

Awaking a Sleeping Giant - the Spiritual Journey of a Dying Mission

This is the study of a small, dying congregation, established 62 years ago, in the Louisiana Diocese. St. Michael and All Angels' is strategically located in a middle-to upper-class neighborhood, in a one-mile radius from one of the largest Historically Black College and University campuses (more than 9,000 students). St. Michael's Day School, serving low-income families, is also located at the mission's site. The mission is made up of African, Caribbean and American Blacks and has sustained an average Sunday worship attendance of forty to fifty members for the last fifteen years. Despite its strategic location, land upon which to expand its facility and the absence of debt, St. Michael's Church has never been able to grow. The following reports the effect a renewed spiritual emphasis had on this dying mission community. With this renewed spiritual emphasis St. Michael's congregation has broken the cycle of resistance to change and established five Strategic Goals for its 10-year Plan. Utilizing data gathered from the Demographic Study, the Day School Parents' Survey, and Southern University Students' Survey, the Mission is now committed to reverse its lack of aggressive recruitment of members and to renew its partnership with Southern University Students, while more actively engaging in outreach to the community. Faithfulness to this commitment will continue to Awaken this Giant of a Mission.

Georgia Humphrey

A Little Child Shall Lead Them: Understanding Seekers as They Join Churches and Learn to Build a Relationship with God in the Present Day Culture

This thesis considers the needs of seekers who have come or returned to church to be married or to have their children baptized. The data were collected through reading and through a questionnaire from four churches. In addition several interviews with seekers and parish leaders were used. Through a variety of Family Ministry programs at St. Barnabas, the children are learning how to build their relationship with God. The parents have addressed the needs of their children and are presently beginning to address their own needs in order to fulfill their desire to build a relationship with God and the church. This thesis illustrates the need for transformation within the church if the church is to follow its mission "to restore all people to unity with God and each other in Christ." (*Episcopal Book of Common Prayer*, 855)

John Elliot Kitagawa

Reorganizing a Corporate Size Parish for Mission

This thesis examines the processes and actions undertaken by the author, the lay leadership of the staff of St. Phillip's In The Hills Parish, Tucson, Arizona, in order to reorganize this Corporate Parish for mission in the twenty-first century. The author followed a long-tenured rector. The author discusses how St. Phillip's exhibited characteristics and dynamics of a "Family Church", "Pastoral Church" and "Program Church" while being a "Corporate" sized parish of 3,000 plus members. The author writes about what he found at the beginning of his rectorship, what he, the lay leadership and staff has been working on, and what remains to be done in developing a missional parish. In each of these three chapters, he touches on the leadership structure, the vestry, the staff, the finances and the emotional system of the parish.

Ronald Douglas Osbourne

Influences of Preschools on Congregational Vitality

A surprisingly large number of congregations are involved in early childhood education in the United States. Those which understand such endeavors as integral to the congregation's ministry and see them as formative find they have noticeable positive effects on congregational life. They help congregations establish relationships with young families, provide opportunity for young families to become part of those congregations, and provide children in many cases with religiously formative education while preparing them for subsequent schooling, something congregations see as outreach and service to their communities.

These influences are most noticeable in this study in larger congregations. Developing early childhood centers could be part of an effective strategy for congregational revitalization.

Anita Dunn Ogden

Loving God, Loving Country: Reflections on Faith and Citizenship

This thesis studies the shape of civil religion in a corporate size, suburban congregation located in the Washington, D.C. metropolitan area. Beginning with the terrorist attacks of September 11, 2001, the thesis looks back into the history of the nation whose story becomes the lens through which the story of the congregation is interpreted, then continues forward, exploring the implications of this uncharted course in our nation's history for drawing the congregation into deeper spiritual grounding and increasing congregational vitality. Through this study, the power of civil religion in shaping the faith of the congregation is illuminated and a framework for adult formation is designed around the findings. Information is gathered from a parish survey, worship bulletins, church records, conversations, and the author's experience in the life of the congregation. Insights from writers in the fields of church history, sociology, communications, adult faith development, and theology inform this study.

John Elswood Privett

Communion in Christ's Body: Applying the Lessons of Ecumenical Dialogue to Challenging Congregational Conversations

When the Church faces controversial issues it frequently calls for "dialogue" but seldom gives any clear framework for how a congregation is to go about entering into dialogue. This thesis examines the lessons learned in ecumenical dialogue over more than a century of encounters between church bodies, and explores recent work in dialogue theory that has arisen from studies in business and industry. Several key features of dialogue are identified and applied to a Canadian Anglican congregation that was exploring the issue of the blessing of same-sex relationships. A dialogue series is designed, tested and evaluated in this thesis and a detailed description is presented in the Appendices. The results reveal that these lessons provide a framework for congregations seeking to develop a method of dialogue for themselves.

Anne Gavin Ritchie

Invisible Believers: An Analysis of the Spirituality of the Unchurched With Implications for Parish Evangelism

This thesis is based on a survey of one hundred people who have no current institutional religious affiliation. The survey was designed to test the premise that those who are "spiritual but not religious" carry on intentional spiritual discipline and practice. However, in reading the sometimes voluminous comments volunteered by these respondents, the author's focus shifted to their expressions of disappointment, hurt and anger. They report rejecting religious environments that are rigid, doctrinaire and judgmental. This thesis presents a comprehensive analysis of their responses as well as a plan for intentional parish evangelism from a theologically progressive point-of-view.

Ben A. Shambaugh

A Tale of Two Towers: Making Episcopal Schools Missional In a Post Constantinian World

Historically Episcopal schools have been at the cutting edge of mission in the Episcopal Church. In order to determine if this is still the case, a questionnaire based on the Baptismal Covenant was sent to all graduates of St. John's, a K-8 Episcopal Day School in Olney, Maryland. Results showed that attending St. John's did help the alumni/ae live as people of character and faith. This information was combined with insights from the experiences of Christian and formerly Christian Universities and reflections on cultural and theological struggles in mission to suggest ways of increasing the missional nature of schools in a post-Constantinian world.

Denise Shepherd Moss

Feeding Your Wolf! Dispelling Dangerous Myths in a Diverse Society

This is a narrative case study in which the participants visited their own racial identity in-depth in order to understand themselves in relationship to other races and cultures.

Gil Wade Stafford

Understanding the Faith Stage of An Institution in Transition

Do institutions exhibit stages of faith development much like individuals? And if so could leaders make strategic decisions based upon that understanding? This thesis is built upon the seminal work of James W. Fowler and his stages of faith development. A matrix of questions was developed which could then be applied to the institution. This thesis suggests that faith based institutions can possibly determine their stage of faith development. The thesis concludes that knowing the institution's stage of faith development would provide leaders with crucial information in the decision making process concerning change.

David A. Stenner

Spiritual Development of Leaders: A Key to Congregational Development

Over the course of my ordained ministry I have been privileged to serve in two congregations who have made successful size transitions. St. Francis' Episcopal Church, Fortuna, California grew from a typical family sized congregation (less than 50 active members) to a stable pastoral sized congregation (active membership of 50-150). All Saint's Episcopal Church, Reisterstown, Maryland has transitioned from a pastoral sized congregation to a program sized congregation (150-350 active members) over the past six years. Though these congregations differed in size, demographics, and culture the common thread has been the spiritual development of the leadership, more specifically the vestry. This paper explores the steps in spiritual development of St. Francis' and All Saints', hears from other professional voices in the field of leadership, congregational development, and spiritual practice, and includes examples of how five congregations practice spiritual discipline in vestry settings.

2006 Abstracts

2006 D.Min. Congregational Studies

Jo Ann Barker

A Place Prepared: A People Prepared

As their new rector I led St. John's Episcopal Church in Harrison, Arkansas into new life by simultaneously helping them to build a new sanctuary and leading them in building lay ministry. The parish lived into the exodus experience when they made the decision to begin anew: leaving behind the old tiny church and their parochial thinking and beginning to trust God's guidance into the wilderness. There the congregation tried new ways of ministry as they commenced building the new church. Together we discovered that it both took hard work and a deep commitment to the mission of being Christ to the world. Amazing grace carried us through as neither this new sanctuary nor the new commitment to ministry in the world could have happened without the right leadership both clergy and lay.

Robert A. Davenport

What Do You Do After You've Dug the Well, Built the Rectory and the Bishop Needs a Land Rover?

This paper is an attempt to show that two parishes from very different cultures within the Anglican Communion can be strengthened, individually and together, through a shared planning process. Profiles and analysis of two parishes, one in Southern Malawi, another in Northern Virginia, are developed as a strategic planning process is put into motion for results to be interpreted. It was found that standard approaches to parish ministry in one culture may not be so workable in another. The process was deemed less appropriate than a more flexible inquiry that would serve both communities. If relationships like this are to flourish and the fruits of the Spirit are to be manifest, then patience, grace, and cheerful persistence are necessary. It is hoped this work will strengthen the ministries of both parishes and will be helpful to other parishes with similar circumstances and hopes.

Eugenia M. Durham

Anything You Can Dream, You Can Do

A priest with training and experience in Christian education, pastoral care and the heart of a servant helped a small congregation in a rural community build a new worship space. Servant leadership and collaborative ministry is at the center of the process used. The tools of the Christian educator (teaching, administration and organization) as well as the tools of the pastoral counselor (storytelling and listening) were brought to bear in the many steps taken from the articulation of the dream to the completion of the new worship space.

J. Parker Jameson

A Community in Christ and Christ to the World: Imagining Adult Formation for St. Luke's on the Lake Episcopal Church, Austin, Texas

How adult Christian education can be used in the development of a small corporate-sized congregation is the main focus of this paper. Ancillary foci include the issues of progression and always beginning in the spiritual life and of the dialectical relationship between the institutional journey and the personal journey. Drawing on three streams of research – Christian tradition (primarily scripture and the history of spirituality), the social sciences (the religious instruction macro-theory of James Michael Lee and the faith development theory of James W. Fowler), and in congregations (both St. Luke's on the Lake Episcopal Church and neighboring congregations in Austin, Texas) – the author creates a vision for developing the adult Christian education ministry at St. Luke's on the Lake Episcopal Church, Austin, Texas.

Janet Lombardo

Teaching to Transform: How Missional Teaching can Transform the Life of a Small Church

It is my belief that education is the foundation of spiritual formation and that spiritual growth leads to congregational growth. It is also my contention that a missional focus is vital for the church to thrive in

today's society. This paper addresses the role and importance of missional teaching in congregational development in the small church setting. Through missionally-focused adult education, the small church can come to life by shifting its focus from inward-looking to outward-facing. By gaining a new understanding of its place and responsibility in the broader world community, the small church can reach out and grow, both in numbers and in spirit.

Eric V. Menees

Leadership in the Face of Theological Crisis: An Examination of Four Congregations Following General Convention 2003

This thesis will examine the particular response of the Diocese of San Diego and the clergy leadership in four congregations within the diocese to General Convention 2003. Most specifically, this thesis will examine the leadership styles of these clergy in light of their theological positions regarding human sexuality, how they communicated those positions to their congregations and what the fallout was within those congregations with regards to the current crisis sweeping throughout the church regarding human sexuality and biblical interpretation.

Lawrence R. Walters

"Are We There Yet?" Episcopal Dioceses Enabling Congregational Development in Times of Transition

This thesis examines the type of clergy leadership utilized during a period of pastoral transition in five Episcopal dioceses: Michigan, Western Michigan, Ohio, Missouri and West Missouri. Through interviews with diocesan staff members and an examination of present practices in the education and training of interim specialists, this thesis identifies the factors that determine the use of full-time trained interims and the development of other types of leadership that will enable congregations to move with intentionality to a point where they are ready to begin a new ministry with a called rector.

2007 Abstracts

2007 D.Min. Congregational Studies

Scott P. Albergate

You Shall Receive Power:

A Team Learning Strategy for Revitalizing a Parish Vestry for Mission

Members of the parish vestry hold great potential to become collaborative leaders with their clergy in redeveloping a declining church for mission. But that potential is often undercut by vestries who view their work as task-oriented only and not as faithful learners as well; and by clergy leaders who do not provide the vestry with adequate orientation to their essential work, nor ongoing training to cultivate them as vital leaders who can transmit new learning throughout the parish. This paper examines the strategic interventions undertaken by the author to orient and train the vestry of the Episcopal Church of the Ascension in Middletown, Ohio, to face into their adaptive challenges through the use of team learning theory. Three specific interventions are described and studied: a pre-service orientation for vestry members; ongoing in-service formation for developing leadership skills through the use of an innovative agenda for conducting vestry meetings; and utilizing Eric Law's Process for Planned Change as a tool for cultivating collaborative learning, for strategic planning, and as a means to provide spiritual enrichment for vestry members. The author provides samples of the orientation and training materials developed for his vestry. The paper concludes with an appraisal of how well these interventions worked in re-forming this vestry into a team of collaborative leaders and with reflections for practitioners who may wish to employ team learning interventions in their parish setting.

The Rev. J. Paul Board, III

The Missional Role of Children and Youth as Liturgical Leaders in Sunday Morning Worship: A Case Study of St. Paul's Episcopal Church, Maumee, Ohio

This paper proposes that the new missional paradigm is a balance of mission thinking in conjunction with the maintenance model, which I call the chapel paradigm. Mission thinking refers to the attitude of a congregation that sees itself as sent by God to participate in God's work of reconciliation in the world. The chapel paradigm refers to the attitude of being drawn by God into routine and disciplined worship. This balance does not allow for the rejection of maintenance as a negative and old church model. Nor does it include the elevation of maintenance into marketing strategies to grow the church. Missional and chapel paradigms are needed in balance for a congregation to manifest relevance within its walls and in the surrounding community. Children and youth have a critical role in the new missional paradigm because they represent an essential element of the mission field in America. This mission field includes the populations of children and youth already in the congregation and the children and youth in the surrounding neighborhood. Their participation in Sunday morning worship is an expression of God's mission for the church and the community. Energy and vitality in a congregation may depend upon the participation of children and youth in

worship. More importantly, a congregation's energy and vitality may be contingent upon the missional attitude of the congregation that invites, welcomes, and affirms the participation of children and youth as liturgical leaders. The congregation that neglects to invite and welcome children and youth from the surrounding community may be missing the missional attitude necessary to foster relevance. The description of an Episcopal church in Maumee, Ohio, provides an example of a congregation that balances the missional and chapel paradigms by actively inviting, welcoming, and affirming children and youth to participate as liturgical leaders.

David William Eisenhuth

The Lutheran Church of the Holy Comforter: A Biracial Congregation on the Cusp

Like many urban congregations, the Lutheran Church of the Holy Comforter, Baltimore, Maryland, faces the challenge of dwindling membership and stretched budgets. Yet it has a resource it has hardly tapped—it is a biracial church and has been so for close to fifteen years. The membership is one-third African/American and two-thirds White. This diversity is reflected in weekly worship attendance. Despite the presence of such racial diversity—a thing to be celebrated in and of itself—little attention has been paid to cultural differences and systemic structures in the church which, if addressed, could enhance life together and bring to reality that community of harmony envisioned in Isaiah 11. This thesis will seek to explain how Holy Comforter became such a racially diverse congregation. It will explore the issue of White ethnocentrism. It will discuss the issue of power and the need for its equitable sharing. Finally, it will address key areas of the congregation's life including: worship, mission, teaching and structure. Here the focus is on ways to make incremental changes which will address inequities in power-sharing, thus helping the congregation embrace its diversity and perhaps grow in numbers so as to face a more certain future.

Paul William Greeley

Saying YES to the Unexpected Voice of God

The purpose of this thesis is two-fold. It is a memoir of the early formative years of hearing a call, a *Voice*, which would eventually incarnate itself in the form of a ministry known as The Holy Innocents Ministry, a home and residential treatment center for abuse and neglected children in Chelsea, Alabama. In July of 1985, I "heard" the *Voice* that led me in a vocational direction for which I had never planned. I was the Ministry's founder and served as its executive director until November of 1994. I am also an Episcopal priest.

As a memoir, this thesis is intended to be inspirational, and to bear witness to the fact that God's *Voice* still calls some of us, particularly we who are entrepreneurial risk-takers, in unexpected ways. I also learned that if we faithfully respond to that *Voice*, God will provide all that is necessary to see the ministry brought to completion.

Secondly, it is my hope that the reader of this thesis will find throughout this work some practical resources and helpful information that will be of use, should he/she be wrestling with a similar *Voice* calling him/her to make a difference by being different, while wishing to walk a different road on our common early pilgrimage.

Russell W. Johnson Jr.

Small Groups: The What, So-What, and Now-What, About Small Groups and How They Change the Life of the Community

Small groups strengthen their participant's sense of being a part of the life of the parish community, plus build mutual care and support for one another. The groups also make the parish community aware of its responsibility for missional ministry.

Frank B. Marshall

Crying from the Depths: The Story of a Church in Displacement, the Challenge of Reconnecting the Anglican Church to Its Society with Passion for Mission

This study reflects the agitation which, I suspect, grips many who, as I do, yearn to see the good news of God in Jesus presented with a passion and sincerity that will touch the lives of persons within and beyond the four walls of the church. It seeks to sensitize the leadership of the Church to an appreciation of how much things have changed to the extent that our current situation now demands of the Church that it engages in a serious reflection and dialogue, relative to the social and cultural changes within its missional context, and to have it take cognizance of the new imperatives for mission and ministry imposed thereby. It explores the factors which have contributed to what I have described as the Church's displacement from its hitherto central dominant position and role, and the implications for its renewal. It draws upon the findings of sociological research and investigation by the interview method and through workshop encounters. It proposes a pilot program by way of creating a bridge to reconnect the Church to its mission in society with a clearly intentional focus.

Steven R. Rottgers*Ripe for the Harvest*

With time passing into the second millennium, the Church finds itself faced with a paradigm shift from empirical maintenance to a missional challenge of becoming more relevant to people's needs and to maintain flexibility. It is pushed to keep up with the rapid rate of change that now exists in the modern world. This thesis describes the development and application results of a discernment process that I have called, "Ripe for the Harvest". It enables creative flexibility, an ability to adjust quickly and efficiently to people's needs, and yet, still maintains a core of internal spiritual integrity. Although aspects of "Ripe for the Harvest" are readily applied in the secular world and known by other names, these same aspects, formats and theory were used by Christ thousands of years before surfacing in business today. However, most of them are not the practiced norm in Church management (Diocese or Parish) even though they have scriptural roots. Akin to the business practices of the SWOT method of Environmental Scanning and the application of the Pareto Principle, this process solicits input from the actual people involved, prioritizes that input, and then invites their engagement to make a missional difference of doing more by doing less. The basic structure of "Ripe for the Harvest" also makes it a viable means of soliciting input from multi-cultural members of a parish who in other formats may be hesitant to participate. The theological integrity for the entire discernment/empowerment process is built upon the Great Commandment (Summary of the Law) and Jesus' Great Commission to the Apostles.

John Wengrovius*From Pastoral to Program in the Episcopal Church:**The Pilgrimage Through the Transitional Swamp*

This thesis provides practical and accessible information to diocesan congregational development staff and parish leaders faced with the transition from a pastoral to a program congregation. The first part of the thesis describes the major elements of what I call "the transitional swamp." With the "swamp" described, part two delineates the major leadership challenges of leading a congregation through the transition. As the leadership task is described, the importance of flexibility and patience become self-evident.

Kathleen Lucille White*"Could Be the End of the World as We Know It, or the Beginning"**Merger: The End of the Way We've Always Done It, and the Beginning of a Faithful Response to the Great Commission*

This thesis explores the practical matters encountered in the process of merging two Episcopal congregations located in the Diocese of Chicago, including initial conversations between vestries and congregations, liturgical responses, canonical requirements, legal considerations and property concerns. It is offered as a guide for other congregations as they navigate the personal, spiritual, canonical and legal requirements of the corporate merger of congregations, or an adaptation of a traditional merger.

2008 Abstracts**2008 D.Min. Congregational Studies****Joel A. Almond Roque***The Integration Process Into The Episcopal Church Of Second Generation Hispanic Immigrants*

The purpose of this thesis is to demonstrate that the Episcopal Church of the United States has tremendous potential for growth through attracting and retaining the Hispanic population. This growth will be possible if the Church is willing to invest time, money and capacity building in second generation Hispanic immigrants. To meet this challenge, there needs to be greater understanding of the process of assimilation of the second generation into U.S. society and the Church and an understanding of the similarities and differences between them and first generation immigrants. Preparations also need to be made to receive the second generation Hispanics who will leave the Roman Catholic Church over the next twenty years in search of a new spiritual home. To achieve the purpose of this thesis we will study the characteristics of the second generation, and through the results of a survey, will describe what the second generation wants, what they hope for, and what they can do for and with the Church. The thesis concludes with an outline of the ideal Episcopal Church for second generation Hispanics, and recommendations for restructuring of the national Hispanic ministry office that will allow more effective Hispanic church community development and better integration of Hispanics into the growth of the Episcopal Church.

Hannah Pederson Anderson*An Artist Priest's Guide To The Parish Ministry: Calling Forth Adaptive Leaders In The Church*

This thesis explores the connections between art, priestly ministry and the fostering of adaptive leadership in the Episcopal Church at this point in time. Drawing from both practical and academic sources, the author underscores the importance of leadership in the church that can adequately meet the tasks of transition and

change facing our denomination. For any creative priest who wonders how to access and use their particular gifts as a servant leader within a parish setting, this thesis will bring you encouragement and hope.

William Carlin

What Can Shake Thy Sure Repose? Maintenance Church Or Mission Church? Can One Model Work Without The Other?

The idea for writing this thesis began when reading two books, *Reclaiming The Great Commission* by Claude E. Payne and Hamilton Beazley and *From Survival to Celebration* by Howard Hanchey. After reading these books as well as other volumes and articles, I felt compelled to write about the maintenance and mission models in churches as a thesis topic. This thesis attempts to critique the books by Payne and Beazley and by Hanchey in showing that there are elements of both the maintenance and mission models in any church. In order for the church to survive, elements from both schools of thought are essential in the running of a church. In writing, I am looking at the church in general and not at any specific denomination. Current strategies which use elements from both the mission and maintenance models successfully contribute to many congregations being not only able to succor, but to feed and inspire long-time church members, as well as to draw and retain new people. Writing from a personal, realistic and practical standpoint, derived from serving as a parish priest for over a decade and being highly involved in church congregations as a lay person for two prior decades, I do not feel that any church can operate totally in only a maintenance or a mission model. Elements of both of the models have been used and must continue to be used for the successful church to survive in the twenty-first century and to remain a vital part of its surrounding and nurturing community. This thesis is written in advocating a middle ground that would select and combine elements of both the maintenance and mission schools of thought in order to come up with a realistic and effective model for the contemporary church to operate within.

Marjorie Ann Gerbracht-Stagnaro

Wanted: Young Clergy In God's Vineyard

The Church at large finds it challenging to recruit young people interested in becoming clergy. This severe shortage of young clergy negatively impacts all mainline denominations, with the Episcopal Church being no exception. What can be done to encourage more young people to become ordained? What factors and previous experiences inspired present day young clergy to commit their lives to ministry? Through in depth, personal interviews with young Episcopal clergy for this thesis project recurring patterns emerged that, when employed, can help empower young people to become ordained. The Church must call individual young people by name into a serious exploration of ministry. We must provide supportive faith communities, locate committed mentors for them, and offer young people multiple opportunities for leadership, service, and spiritual growth.

Lawrence Lee Lever

Where Is The Missional Church?

This study assesses understanding of the missional church among pastors of an area conference (middle judicatory) of Mennonite Church USA and suggests ways to resource pastors and congregations as they move into the missional church understanding. The missional church vision is beginning to capture the imagination of pastors in this area conference but they express frustration at the lack of clarity of the vision and the lack of specific tools to implement missional church practices.

Stuart Lord

Sizing Up Brighouse and Clifton Team Parish

The Rothauge size typology is almost unknown in the Church of England and can be found in less than hand full of writers. In need, congregational development is a Cinderella subject. Despite the differences between the Church of England and ECUSA, principally the use of historic funds, congregations on either side of the Atlantic behave in very similar ways. The project described in this thesis set out to size up the three congregations of the Team Parish of Brighouse and Clifton in order to aid them in developing a mission strategy aimed at numerical growth. This was achieved not only by calculating the average Sunday attendance, but also assessing the relationship and leadership styles of the congregation and noting the importance of all three being in congruence in order to allow the congregations to function in a way that is true to their type. The external environment was scanned using 'off the shelf' tools generally available while the internal environment was scanned using data collected by the parish 'Core group' which is part of the Wakefield Diocese Ministry scheme. By incorporating elements from change management studies, especially organizational culture, an assessment is made of the success of the educational elements of the project in attempting to embed the typology into the core groups thinking. A brief reflection begins the process of moving this project from the specific (the team parish) to the more general by creating tools which may be used with any Church of England congregation.

Harold Roberts

Out Of The Deep: Leadership And Congregational Recovery From Hurricane Katrina

What is leadership? Why is it necessary? How do you evaluate it? What styles of leadership are helpful and why are others destructive and self-serving? This thesis is about leadership and one person's journey of discovery. That journey took the author through the ravages of Hurricane Katrina into questions of leadership and recovery. This paper is presented in two parts. In part one the author looks at some concepts of Servant-Leadership, Creativity and Thinking in Leadership, and Marks of Excellence in Ministry. In part two he looks for these concepts in the recovery efforts of himself and four other clergy whose church facilities along the Mississippi Gulf Coast were destroyed. The clergy involved were candid, open, and willing to share their experiences with whoever would be interested.

2009 Abstracts

2009 D.Min. Preaching

Judith Lynn Harmon

Re-Membering Our Stories: Preaching Christ's Body Whole

This project, explored in the Association of Chicago Theological Schools Doctorate of Ministry in Preaching program, has grown out of an initial concern about the dichotomy in traditional Christian theology between body and spirit. Embodied preaching is reaching with integrity and wholeness. The preacher has a unique opportunity to model with word and body how Christians are to understand their bodies in the sight of God and in the light of the gospel of Jesus Christ. Through providing experiences of bodily participation and interaction with the preacher and sermon, through the creation of sermons that embody the lived experience and collective wisdom of the community and through the physical body of the preacher defining and at the same time risking personal boundaries, the preacher conveys the message that all of our stories are important to communal memory. The naturally developing outcome of this project was to bring to communal knowledge, by means of a collaborative sermon, the stories of our embodiment which have been denied by the body/spirit disconnect often learned from the church. The collaborative sermon allowed listeners to hear difficult stories and challenging topics, because it was in their own voice.

Kyung-Sook Lee

I Love To Tell the Story

Effective preaching begins with the preacher's confidence in the authority of Scripture and the preacher's conviction that God still speaks to people through Holy Scripture, that God anoints our preaching, and that through preaching, God acts in the hearts of listeners. Thus, effective preaching has been used to fulfill the central task of the church---making disciples of Jesus Christ---throughout the church history. To accomplish the central task of the church effectively in the world of electronic/oral communication era in which we are living, Richard Jensen argues that preachers need to prepare and deliver their sermons in Thinking in Story. In this thesis, therefore, I described a homiletic theory and methodology based on Jensen's book *Thinking in Story* and my practice over the last three years to implement the Thinking in Story in preaching.

Rhoda S. Montgomery

Goldilocks in the Pulpit: Avoiding Preaching that is Too Hard Or Too Soft—Finding Just the Right Voice

Preaching is a journey for both the preacher and the congregation. For the journey to have meaning, the preacher must know when to push, when to soothe, when to teach and when to cheer. How does the preacher know what time it is? How does the congregation engage the preacher's message...or not? For the sermon to live outside the minutes in the pulpit and to help shape the community, the preacher must find her own authentic voice. Sermons that call a congregation to action or breathe new life into old Scriptures, or sermons that offer a glimmer of hope in a time of darkness cannot be heard beyond the basic mechanics of auditory response if the preacher is disconnected from her material or her congregation, or if the preacher is unapproachable, or if she is experienced merely as entertaining. The best preaching comes when the preacher knows herself and finds ways to connect her own struggles and triumphs with her congregation's struggles and triumphs. Ultimately she must preach to connect all those struggles and triumphs with the sacred story which unites us all.

Craig R. Wylie

Choose This Day: Preaching Through Depression

The original question raised that prompted this thesis was: How does a clinically depressed preacher claim agency and exercise leadership in a faith community that is itself historically depressed? Working primarily with Paul's story as recorded both in his own writings and in The Acts of the Apostles, the author set out to redefine the community such that all involved would move into living in the reign of God. Throughout the duration of the preaching program, the community did change, becoming more biblically-based in its orientation as well as more mission driven.

What was not expected was the author's personal identification with Paul and Paul's struggle to come to terms with his new identity of living in Christ. While the goal for the parish did not change, the thesis did. Over the course of the project, the author identified with Paul through his own "thorn in the flesh," living with clinical depression. Although the thorns are not identical in nature, the author wanted to know more about how Paul came to peace with the distracting thorn such that it did not obstruct his ministry. It was Paul's response to the challenge of reinterpreting the faith of his ancestors that unlocked a door for the author, offering a way forward for one whose calling is to proclaim the Good News of Jesus while struggling with one's own lifelong health issues.

This thesis does not suggest a cure for clinical depression, offering instead a way of living despite it. The paper is a result of the author's reexamination of Paul's ministry in light of academic studies of Paul and Paul's theology over the past thirty years. At stake is the preacher's understanding of being called by God to live in the reign of God today-and in the process he both invites and leads others to join with him in living out God's mission for the Church.

2009 D.Min. Congregational Studies

Alvaro Araica Villagra

A Hispanic Liturgy for the Hispanic Community of The Episcopal Church

The Hispanic/Latino community is characterized as a profoundly religious community. As an immigrant community in the United States comprised of persons of diverse nationalities, it expresses Christian faith taking into account ancestral customs and beliefs. Celebrations that exalt the lives of the individuals and family unity are common in the Hispanic/Latino community. The purpose of the thesis is to awaken a new liturgical consciousness in the heart of the Church and thus achieve inclusion of the rituals and practices that honor life and human relations in the Hispanic community in the official liturgy of the Episcopal Church. The rituals and practices that are described here are already in use in the majority of the Hispanic/Latino congregations in the United States.

Mary Elizabeth Conroy

The Footsteps of Aaron: An Exploration of Associate Ministry in the Episcopal Church

While the vast majority of churches are served by a single clergyperson, those who serve as Associate/Assistant Rectors in parishes do so for a variety of reasons. Given that there limited opportunities for serving on multi-clergy staff, one wonders if it is possible to choose Associate/Assistant Rector ministry as a career/vocation within the Episcopal Church. Through a survey of a random sampling of those currently serving as Associate/Assistant Rectors it is evident that while some may see this as their career and their vocation, the opportunities within the church system are quite limited.

John E. Denson, Jr.

Redefining Congregational Identity and Purpose: Initial Steps Toward Becoming a New Commons

As the first decade of the twenty-first century draws to an end, it is clear that we live in a new, post-modern world. This emerging world is filled with both opportunity and challenge for the church. It is my belief that the church must emerge into this new world, seizing the opportunities and facing the challenges by redefining its identity and purpose. This is necessary not for institutional survival but to ensure that Christ is embodied in the world. This paper proposes that one possible redefinition for congregational identity and purpose is for the church to become a new commons, a new community that is diverse, inclusive, interdependent, broadly connected in the community, and focused on working for the common good. I have focused this work on articulating the theory of the new commons and on one congregation's initial steps toward becoming a new commons.

Daniel Frank Diss

Transformative Pastoral Leadership in the Congregation: Engaging Chaos

Pastoral leadership in a pastoral size congregational context can be transformative for the life and ministry of a congregation if that leadership is built on relational power. We will look specifically at the use of power, the transformation of its use, and how "giving power away" has, and is, transforming a congregation into a vibrant, growing, and sustainable congregational culture. Informed by the work of others, the thesis shows the importance of the pastoral leadership in a congregation experiencing rapid pastoral leadership transition. The stabilization motivates a congregation from the experience of chaos during rapid pastoral transitions to growth and community engagement which is transformative for the ministry and mission of the congregation. Pastoral leadership in a congregational context as described herein can be transformative for the life and ministry of the congregation if that leadership is built on relational power.

David W. Englund*The Elephant in the Room: Redevelopment, Leadership, and Dwindling Resources*

This paper explores the nature and causes of decline in congregations, the kind of leadership needed to guide declining congregations into health and missional ministry, and some of the challenges in providing trained leadership due to the lack of resources. Three mindsets of leadership are discussed – Adaptive Work, Systems Thinking, and Missional Orientation. The theoretical discussion is balanced by examples from the Diocese of Northern California in which the author serves as a priest.

Suzannah Lynn Rohman*Rearranging the Chairs on the Deck of the Titanic: An Examination of the Adaptive Change Facing Four Congregations in Arlington, Virginia*

It is my belief that the majority of the mainline Protestant churches in this country are facing adaptive challenges (challenges for which there is not yet a known solution, and/or for which the solution will require significant change). It is also my contention that most of these same churches continue to try to solve these challenges with answers that no longer fit the situation (technical solutions). Through a survey conducted in four Episcopal congregations in Arlington, Virginia, which are declining in both membership and finances, this thesis examines that belief. In all four congregations a majority of the respondents understood the major challenges facing their parishes but were greatly divided about how these problems should be faced. In addition, the respondents expressed a lack of understanding about the necessity of their participation in any changes that might have to happen for each of these parishes to turn around its decline. It was a commonly held view that simply finding the right clergy and/or staff would solve the problems they face. This thesis illustrates the need to help congregations understand that the challenges they face require answers that have not yet been discovered (adaptive) rather than answers that worked in the past but may no longer be applicable (technical) and that no leaders will save them, but instead they should seek to find leadership who will help them face their challenges and work with them as they together make the changes necessary to turn around their congregations.

2010 Abstracts**2010 D.Min. Preaching****Sharon Ann Hayston***An Active Practice of Hope: Building Collaborative Partnerships within the Preaching Process*

Throughout the history of Christianity, the preaching ministry has been the primary responsibility of the ordained. Frequently overlooked within this traditional model has been the considerable degree of theological insight and lived experience existing within the laity that can significantly enrich the preaching ministry within any faith community. This is a case-study of one such faith community which has viewed this resource as a great source of hope and mobilized it by building effective collaborative partnerships between the laity and the ordained in the development and presentation of sermons, including the proposed development of a virtual faith community.

Helen Elizabeth Jacobi*Guests in the House: Preaching a Cathedral Ministry*

Preaching in a cathedral setting requires the preacher to be particularly attentive to the context and secular world of cathedral guests. Cathedrals are houses of prayer for all who come, whether they are pilgrims, tourists, church-wary attendees, or regular worshippers. Preaching in a way which is attentive to these guests is empowering for the faith of the regular cathedral worshipper. Those who live a life of faith bring many of the same questions and concerns as the guests from the secular, postmodern world. Proclaiming the gospel in this world requires the preacher to step beyond the constraints of Christendom and to listen deeply to the world in and beyond the biblical text.

Gene Bentley Manning*A Wandering Storyteller was my Ancestor: Listening to and Preaching God's Story*

This thesis explores the importance of honoring "story" within the context of the sermon. Drawing from narrative theology and several modern day homileticians, the work offers one preacher's journey in search of an authentic storytelling voice. The purpose of this work is to heighten the preacher's understanding of the importance and the effects of using personal story to draw listeners into God's ongoing story. Written from the perspective of an Episcopal priest, it relies upon the sacramental life of the congregation wherein the story of God's saving act in Jesus Christ is recounted Sunday by Sunday at the altar. The responses to a survey given to individual members of the congregation support the thesis that the person in the pew engages more fully with the sermon when a story or illustration is used to tie our present life to the life of Scripture.

2010 D.Min. Congregational Studies

Martin James Carney

Free(d) Spirit: Where Creating Surprisingly Connects

Using a Trinitarian structure, I tell the story of the *OpenSpaces* Project. Art instructor Kitty Lynne Klich and the Rev. Martin Carney created this project during the winter of 2009. The goal of the project was to create a “circle of trust”—using the practice of Parker Palmer—to connect art and spirituality. This work is a narrative theological reflection upon that project.

Randolph Cassells Charles

When The Music Touches Our Heart

A basic responsibility and opportunity of every Christian is to grow toward a more integrated life of faith, making real the relationship between our belief and our behavior, between what we proclaim on Sunday and how we live our lives on Monday. There are many methods and practices of Christian formation and theological reflection that can support us in this life journey. The Music Story Method follows a specific pattern: we listen to music, we become aware of our feelings, sometimes we have a strong emotional response to music, which may lead to a greater awareness of God, and, when we share this experience with others, we can build faith community and strengthen relationships. I interviewed twenty members of the Epiphany Community – downtown poor, downtown workers and parishioners. I studied experts on the topics of music and emotion, music and spirituality, and church and culture. I offer the following applications for local congregations: Music Story Interview, Music Prayer, Music Story Listening Groups and “When the Music Touches Our Hearts” Workshop.

Randall Carl Kidder Day

It's Not Just An Old, Old Story: Introducing Congregational Emotional Systems Through The Lens Of Multigenerational Transmission

This thesis presents an overview of systems thinking (Bowen Family Systems Theory), a summary of the concept of multigenerational transmission and application of both to congregational life. Further, it examines the possibility of introducing systems theory and, in particular, the family of origin lens to lay leaders and laity generally. There are reports on history conversations with laity in five congregations, conducted to test the receptivity of laity to systems thinking and seeing congregational history through the family of origin lens. Conclusions are offered with thoughts about methodology and some resources for considering and designing an introduction to systems theory and family of origin to lay leaders and lay members.

Judith Anne DeLorme-Loftus

Compassion Resilience: The Law Enforcement Chaplain's Response To Compassion Fatigue

The ministry of the law enforcement chaplain is a ministry of listening, counseling, and support to law enforcement officers, support personnel, their families, and to victims of crime and other traumatic events. Because of the law enforcement chaplain's frequent interaction with traumatic events, either primarily or secondarily, the chaplain may be exposed not only to posttraumatic stress disorder but also to secondary traumatic stress or compassion fatigue. Since there is a lack of professional literature examining the role of compassion fatigue in the experience of the law enforcement chaplain, this thesis explores the law enforcement chaplain's vulnerability to compassion fatigue. The author defines and discusses the concept of compassion resilience and suggestions to ameliorate the effects of trauma, either primarily or secondarily, for the law enforcement chaplain, chaplains in other ministries, and those clergy ministering in congregational settings.

Gawain Frederik de Leeuw

From Wallflower to Dancer: Moving from the Pastoral Director to Community Organizer Model for the 21st Century Church

The cultural context of the mainline church has changed over the last 50 years. The responsibilities of the priest, which were understood within the larger culture, are inadequate for building sustainable institutions. The previous model was the pastor as counselor and administrator. Clergy will need to develop skills of leading and organizing. Priests should be stronger at building institutions than addressing individual psychological needs of congregants.

Robert Edward Droste

Reaching Creative People

In 2002, economist Richard Florida published *The Rise of the Creative Class*. In it, he described the emergence of a powerful economic class: “the scientists, engineers, artists, musicians, designers and knowledge-based professionals” who “are paid principally to do creative work for a living.” Based on a review of certain key texts, individual interviews and an online survey, this thesis develops a working profile of the Creative Class. It then explores some of the key obstacles faced by churches that wish to reach this

group. This is followed by a review of what Christianity offers them (understood broadly as well as viewed more narrowly as Episcopalian in the Anglican tradition). It concludes with essential first steps for building an effective strategy.

Francis Appleton Hubbard

The Challenge of Ideological Diversity in the Local Congregation: It's Not Easy Being a "Purple" Church, But It's Worth It

Major socio-political national or international issues which originate beyond the local congregation can seriously impact a local congregation and require a response from it. Such issues can become sources of serious conflicts within a congregation if not handled well. This thesis examines the experiences of four different Episcopal congregations in coping successfully with ideological diversity within their memberships, thus earning them the sobriquet "purple churches," meaning ideologically diverse, instead of "conservative" (red) or "liberal" (blue). Some biblical and theological resources plus some of the relevant literature regarding leadership as well as regarding some other sorts of diversities within a congregation are applied to coping with ideological diversity within a congregation. The lessons learned from the four congregations are combined with those from the Bible and the literature to provide resources to enable other congregations to cope successfully, and potentially to thrive, with ideological diversity.

Leon Clement Mozeliak, Jr.

To Live or Die: What Criteria Help Determine Whether A Mission Can Grow Into A Parish: How Diocesan Dollars Should Be Spent

This thesis explores the potential for growth of mission congregations in varied developmental circumstances and their anticipated potential to evolve into congregations of parish status. When twenty-five or more adult confirmed communicants in good standing gather together as the Body of Christ in a given geographical location, in the Episcopal Diocese of Upper South Carolina, with the intent to form a mission congregation to spread the Gospel the approval of the Ecclesiastical Authority must be requested in writing. With the Ecclesiastical Authority's determination that such organization is expedient, approval must be given by the Diocesan Executive Council. This thesis is offered as an aid in assisting Ecclesiastical Authorities and Diocesan/Regional Judicatories in their ministries concerning these small congregations which are often known as missions.

Andrew James Sheldon

As It Was In The Beginning: Post-Ordination Formation In Ministry For The Missional Church

In the transition into a first congregation the newly ordained clergyperson is already beset with a variety of challenges having to do with a change in community, identity, and in many cases, location. Having arrived they will then discover that they are not as well prepared for the task as they would have thought. As such, it is vital that church judicatories sponsor post-ordination training programmes that regularly bring new clergy together for formation in ordained ministry. The learning should be grounded in professional activity, address the core competencies necessary to ordained ministry, be sensitive to the emerging learning needs of the participants, be facilitated by skilled peers, and encourage a practice of life-long learning. When applicable, attention should also be given to the training of competent supervisors. The ultimate purpose, of course, is that appropriately equipped clergy will be in a better position to promote and serve God's mission in the world.

Leigh Farley Waggoner

Latino Ministry In the Episcopal Church: Who Are We?

The Episcopal Church has had Latino ministry for over forty years. Despite this tenure, we have little knowledge of who the people in the pews are, why they are there, who their leaders are, and what is contributing to the increase among those congregations that are growing. As we enter the 21st Century this study opens a window onto these Episcopal Latino congregations. This study considered four markers (Spanish language, Latino clergy, Latino congregants, and elements of popular religion) as it sampled leaders of sixty Episcopal Latino congregations. To delve deeper, an additional sampling of the leaders from among those congregations that are stable or growing received further inquiry. Elements that might contribute to congregational vitality, their current needs, and how the congregations relate to their dioceses and other parishes were also considered. Throughout this study and subsequent analysis, several questions were raised. With further attention to these issues, answers can be found. Those answers will help the Episcopal Church move faithfully into our future – a future in which, God willing, we will be more fully one with our Hispanic sisters and brothers.

2011 D.Min. Congregational Studies

Diane M. Jardine Bruce

U2 and Pirates and Prayers, O MY! : Managing the Anxiety of Change Within the Emergent Church/Creative Ministry Movement Among Existing Parishes and Missions in the Diocese of Los Angeles

The development of “alternative liturgies” within the context of an existing congregation can cause anxiety within the church’s family system. This is especially true when the liturgy evolves from the work of the Emergent Church or as it is increasingly known, the Creative Ministry movement – it is different, and frequently does not look remotely like a traditional Episcopal service. The stakes are raised when a Creative Ministry Church is planted in the backyard of neighboring congregations. The response to this new form of Church, both at the judicatory level and at the surrounding congregation level, can have repercussions on the community that is in the process of emerging. What is required of the leaders in congregations that want to do this work? What steps should be taken to nurture this creative expression? This thesis will investigate the development of these types of liturgies and Creative Ministry expressions in the Diocese of Los Angeles located in Southern California.

Lisa Anne Gray

For God’s Sake, Step Away From the Church: Moving from Attractional Mindset to Missional Imagination

This thesis reclaims the primacy of *missio Deo* and a re-imagined role for the church in a 21st century context. Examining one judicatory’s attempt to revitalize itself through a diocesan-wide visioning project, it argues that ultimately, anything less than a missional transformation will result in increased irrelevance and continued decline. It takes seriously the spirit-filled conviction that it is not the church that has a mission, but God’s mission that has a church.

James Wesley Harris, Jr.

You Want to Close What? A Study of the Turnaround of One Episcopal Educational Institution

Over the course of fifteen months, Saint James Episcopal School, Ormond Beach, Florida journeyed through the death and resurrection stages of a life cycle as defined by Arlin J. Routhage, PhD. This work is an analysis of the events that led to its eventual death, the intentional changes that facilitated its rebirth and the corporate vision that expanded the school and the parish’s combined mission. As a residual, it includes a look at the leaders and managers who played instrumental roles during the process.

Joseph Andrew Lane

Canaries in the Coalmine: The Impact of Creative People on Congregational Development in the Episcopal Church

The Episcopal Church is suspended between a very real desire to welcome new members and an equally real sense of anxiety over its decline in membership. Meanwhile, growing numbers of potential worshipers from what Richard Florida has named the Creative Class are standing just outside the door—scientists, engineers, architects, designers, writers, artists and musicians who use their creativity as a key factor in their work in business, education, health care, law and other professions. In terms of congregations, I would include as members of the Creative Class volunteers who employ creativity in their church work, that is, people whose work-a-day vocation is not necessarily creative but whose avocation or, one might say, vocation-in-faith is. This thesis takes a close look at people already in Episcopal churches who exercise their creative gifts in unusual ways—“canaries in the coalmine” who might signal to other members of the Creative Class the hospitality of the Episcopal Church—and it shares the advice they offer to church leaders devoted to congregational development.

Matthew Richard Lawrence

Writer-Priest: How Pastors Write Their Way Toward Vocational and Congregational Health

This thesis examines the role of writing for pastors, especially as it promotes vocational and congregational health. It examines purported causes for “burnout” among clergy and proposes two additional ways to view clergy burnout from the perspective of the inner life of pastors: the “Moses Syndrome” and the “Peter Syndrome.” It reviews various theories about writing as a spiritual discipline, and draws on the experiences of writer-priests as they reflect on how their writing shapes their experience of the pastorate. The thesis concludes with some recommendations for seminaries, judicatories, and pastors as they seek to prevent clergy burnout and promote clerical and congregational well-being.

2011 D.Min. Congregational Studies

Paul S. Nahirney

Thesis Title: On Becoming a Mission-Shaped Church: A Progress Report on a Diocesan Engagement with Marks of Mission

This thesis explores the topic of what it means to be a mission-shaped church. Factors that have contributed to the decline of the Christian Church in the Western world, specifically in Canada and the United States, and the centrality of an overreliance on a pastoral model, are examined. Traits of what constitutes a mission-shaped church, and in particular the application of the Marks of Mission as a missional guide for parish and diocesan development, are reviewed. The research undertaken for this thesis presents preliminary findings from the Diocese of Edmonton in its endeavor to introduce the Marks of Mission and to lead the Diocese in becoming more mission-shaped in its orientation.

John R. Palarine

Thesis Title: Hospitality of the Heart: A Way of Life that Changes Lives and Congregations

Hospitality of the heart is a way of life. This thesis is about how the culture of welcome, belonging and transformation changes lives of both people and congregations. It is a study in the context of a large Episcopal congregation that has intentionally centered its life in the culture of welcome, heart to heart connection and belonging. Grounded in Celtic Spirituality, and the traditions of Christian hospitality, this study examines key factors in the spiritual experiences of parishioners that have changed their lives and describes how a strong youth presence and their leadership transform the congregation. The work presented can be helpful to any congregation that wants to change lives through the gift of hospitality of the heart.

Thomas A. Thoeni

Thesis Title: Holy Obligations: Using the Vows of the Baptismal Covenant to Build Teams of Missional Leadership

The Baptismal Covenant as found in the 1979 Book of Common Prayer is central to the missional vision of the Episcopal Church. It serves not just as a rite of initiation for new converts; it also serves as a rite of the renewal of vows taken in Baptism. The Covenant consists of eight questions. The first three of these regard issues of belief. The final five regard issues of how a person will live out that belief. Within these five questions can be found themes ripe for teaching and the formation of missional leaders within a congregation. This thesis explores the centrality and meaning of the Baptismal Covenant, identifies important themes and offers a curriculum of lesson plans to encourage congregational leaders to become leaders of the mission of the Church.