

**Sustaining Pastoral Excellence
2004-2005 PROGRAM BENCHMARK**

FINAL REPORT



S U S T A I N I N G
Pastoral
E X C E L L E N C E

February 20, 2006

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Table of Contents

I. Introduction.....	3
II. Spiritual Formation	4
III. Vision and Mission	5
IV. Knowing and Communicating the Christian Faith.....	6
V. Healthy Pastoral Identity.....	7
VI. Pastoral Leadership	9
VII. Pastoral Growth Orientation.....	11
VIII. Council Feedback and Support.....	13
IX. Concluding Observations	15
Appendix A: Codebook with Frequencies	16

List of Figures

Figure 1 - Devotional frequency (Pq17).....	4
Figure 2 - Spiritual Formation Items, Individually and Summed	4
Figure 3 - Reflecting the core elements of the CRC mission.....	5
Figure 4 - Histogram overlay of pastors' disciples by category (PQ29a-c)	6
Figure 5 - Competency rankings (Pq30).....	10
Figure 6 - Leadership skill rankings (Pq40)	10
Figure 7 - Histogram of continuing education events.....	12
Figure 8 - Histogram of continuing education budgets for 310 churches	12

List of Tables

Table 1 - Churches and Membership by Location Type (Pastors' Reports)	3
Table 2 - Pastoral understanding of the Reformed Faith	6
Table 3 - Perceived pastoral satisfaction, isolation and congregational fit.....	7
Table 4 - Pastors' career satisfaction.....	7
Table 5 - Time expenditure summary, hours per average week (Pq33a-p).....	8
Table 6 - Pastors' reports of leadership styles	9
Table 7 - Pastors' reports of continuing education, peer learning, mentoring, and SPE involvement	11
Table 8 - Crosstabulation of church-level paired perceptions of preaching feedback	13
Table 9 - Crosstabulation of church-level paired perceptions of joint reflection.....	14

I. INTRODUCTION

The Sustaining Pastoral Excellence (SPE) office collaborated with the Calvin College Center for Social Research (CSR) in developing questionnaires for pastors and clerks of all congregations of the Christian Reformed Church (CRC) in North America. This benchmark survey was undertaken to provide a basis for comparison with the results of a second survey to be conducted at the conclusion of the grant period. The results of the two surveys will facilitate evaluation of the SPE program when the current Lilly Endowment Inc. grant period concludes in 2007.

From October 2004 through March 2005, 550 pastors and 522 clerks responded to the survey. 10 pastors and 5 clerks explicitly declined to participate. The final pastor response rate was 63.9 percent (550/861, excluding the 10 declining pastors); the final clerk response rate was 60.27 percent (522/866, excluding the 5 declining clerks). Both pastor and clerk responded from 399 of the 871 churches, a rate of 45.8 percent. The responses are processed by the CSR so as to prevent connecting responses with specific persons or churches, and to preserve pastor and clerk confidentiality.

A brief summary of pastor and clerk responses reflects the following:

- 89.6% of the responding pastors are white, 10.4% are persons of color – compared to an estimated actual distribution in the CRC of 85% to 15%.
- Returns were received from pastors and clerks within each classis, with the ratio of returns from Canada (26.5%) and the United States (73.5%) virtually identical to the actual distribution of congregations in our two countries.
- 90.3% of the pastors report an M. Div. degree, with 81.2% having received their degree from Calvin Theological Seminary (CTS). The “typical” CRC pastor is male (99.3%), was ordained at age 31, has been in ministry for 17.83 years and in the current position for 6.5 years.
- As shown in Table 1, using pastors’ reports (clerks are similar), the “typical” CRC congregation has 301 members, and is more likely suburban (43.1%) than rural (26.9%) or urban (26.0%). When membership is compared, the larger size of suburban churches means over half of CRC members are in churches their pastors consider suburban.

Table 1 - Churches and Membership by Location Type (Pastors’ Reports)

Ministry Location	Churches	%	Average membership	Total membership	%
Urban	143	26.0%	243.9	34,388	21.5%
Suburban	237	43.1%	364.0	84,805	52.9%
Rural	148	26.9%	269.2	39,569	24.7%
NR	22	4.0%	375.0	1,500	0.9%
Total	550		301.2	160,262	

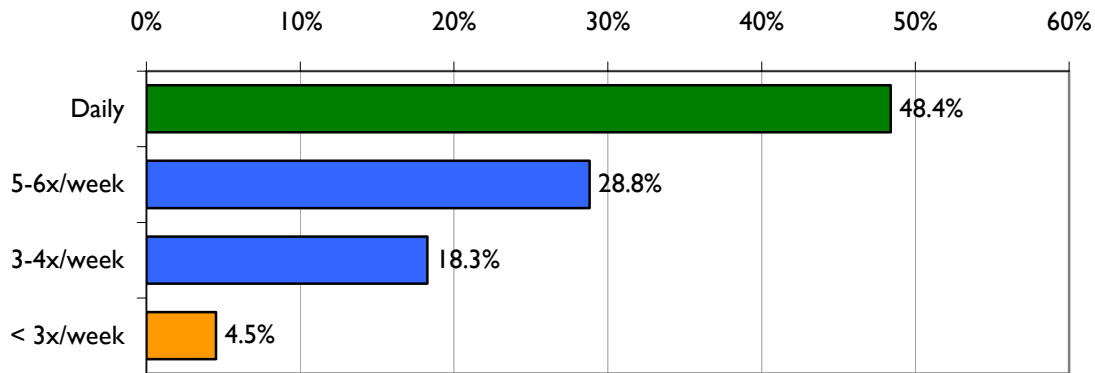
Aside from descriptive information such as the above, survey questions were organized in relation to the *Marks of Good Ministry* as identified in the initial proposal for Creating a Culture of Pastor Excellence. The proposal description of each mark is provided with the respective section headings II through VII. Section VIII focuses specifically on communication and support issues between pastors and councils. Section IX summarizes conclusions and recommendations.

II. SPIRITUAL FORMATION

A deep authentic relationship with God marked by prayer, godliness and fruits of the Spirit.

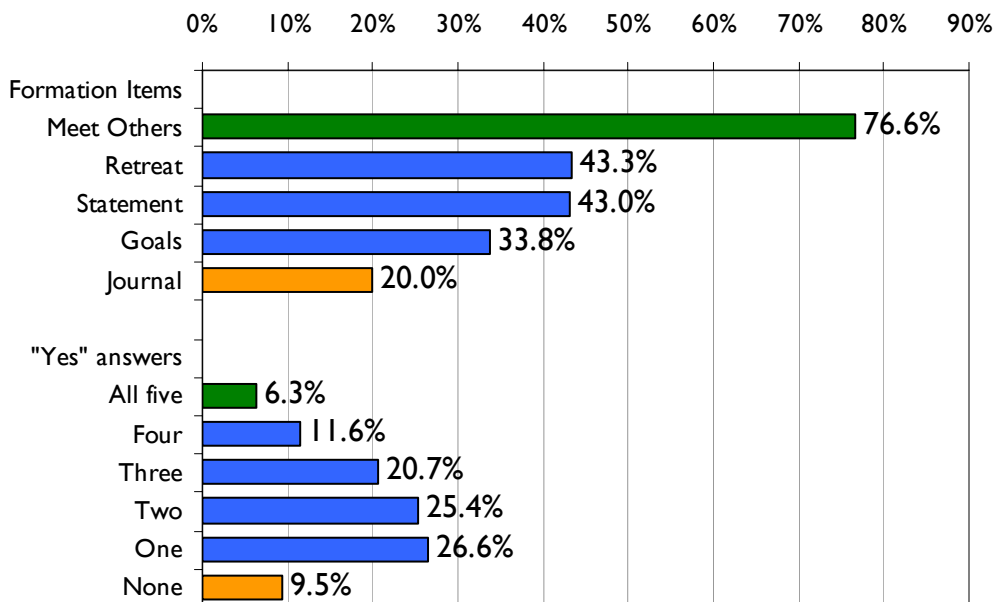
As shown in Figure 1, almost half of pastors reported daily devotions; over ninety percent doing devotions at least three times a week.

Figure 1 - Devotional frequency (Pq17)



Of five yes-or-no questions relating to intentionality in spiritual formation (pastor questionnaire questions 18 to 22; see page 20 for wording), *fewer than half* of all pastors answered “yes” to four of the five items. The lone exception was “meeting regularly with other persons for the purposes of deepening your relationship with God” (76.6%) said “yes”. Yet even here, nearly one fourth reported “no.” See Figure 2:

Figure 2 - Spiritual Formation Items, Individually and Summed



As shown in the bottom half of Figure 2, almost 1 pastor in 10 answered no to all five items, while just over six percent answered yes to all five.

III. VISION AND MISSION

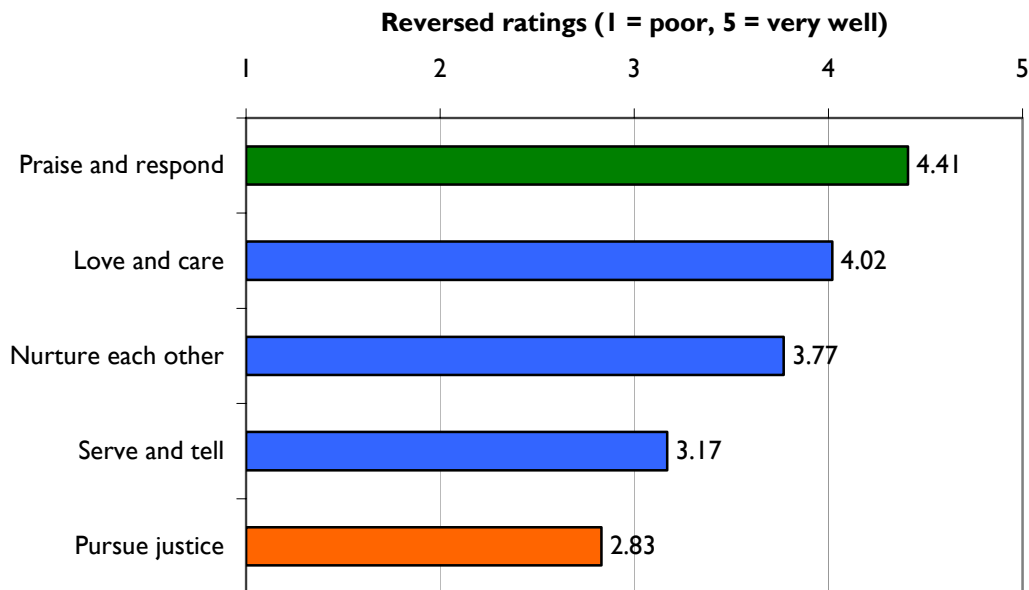
A strong vision of the mission of the church in which the church exists not merely to sustain itself but to serve the world and minister beyond itself.

Pastors were asked how well their congregations reflect the five core elements of the CRC mission statement:

- 24.1 Praise and worship
- 24.2 Nurture in faith and obedience
- 24.3 Love and care for one another
- 24.4 Serve and tell others about Jesus
- 24.5 Pursue God's justice and peace

The rankings by the pastors on a scale of 5 (high) to 1 (low) ranged from a high average ranking of 4.41 (or 88.2%) for praise and worship to lows of 3.17 (or 63.4%) for serving and telling about Jesus and 2.83 (or 56.6%) for pursuing God's justice and peace. The latter rankings suggest considerable dissonance between ideal congregational life and ministry and the perceived realities within which pastors are called to provide congregational leadership.

Figure 3 - Reflecting the core elements of the CRC mission



IV. KNOWING AND COMMUNICATING THE CHRISTIAN FAITH

A thorough grasp of the biblical, pastoral and theological contours of the Christian faith and church, with an ability to communicate these contours in meaningful, relevant, and integrative ways through sound preaching and teaching, and imaginative pastoral leadership.

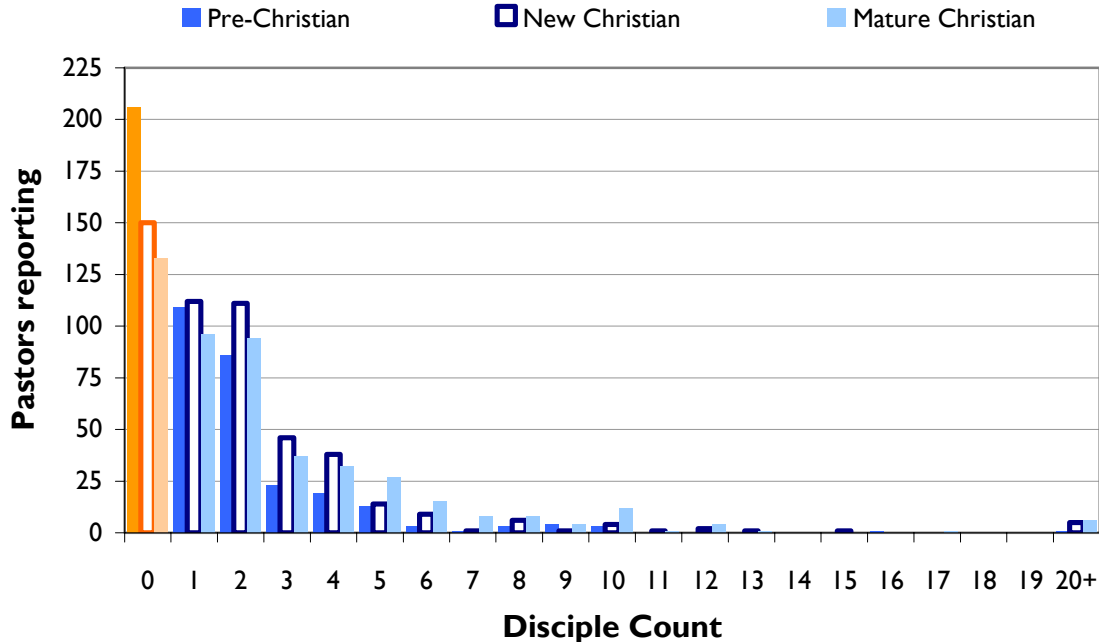
Nine out of ten pastors report a thorough or close to thorough understanding of the Christian faith from a Reformed perspective (Table 2). Three out of four report on participating in reading and training for the preaching task. More than 60 percent do not obtain systematic feedback on their preaching.

Table 2 - Pastoral understanding of the Reformed Faith

	Thorough				Weak		no answer	N
	1	2	3	4	5			
Pq27. How would you evaluate your understanding of the Reformed Faith?	49.5%	44.4%	3.8%	1.6%	0.4%	0.4%		550

Figure 4 illustrates that large proportions of pastors have zero one-on-one or one-on-two disciples in each of three categories. Over forty percent (200) had no pre-Christian disciples, almost thirty percent had no new Christian disciples, and another twenty-seven percent had no mature Christian disciples. One pastor in five had no disciples of any kind; all 550 pastors reported a total of 2,461 disciples, with a median value of four per pastor, up to a maximum of 113.

Figure 4 - Histogram overlay of pastors' disciples by category (PQ29a-c)



V. HEALTHY PASTORAL IDENTITY

A pastoral identity that includes healthy self-understanding, strong relational skills, relationships with significant others that provide mentoring and accountability, and a balanced life with respect to work and non-work.

As shown in Table 3, the survey reveals fairly high levels of satisfaction among CRC pastors. Over three-quarters of pastors chose “1, very satisfied” (32.7 percent) or “2” (42.7 percent) on a scale where 5 was “not satisfied.” A feeling of isolation in ministry was perhaps even larger than projected, with under half selecting “1, never” (8.9 percent) or “2” (40.5 percent). Almost one in five pastors chose the “4” option, just short of saying “5, always isolated.” Over 85 percent said their fit with their congregation was “1, excellent” (37.5 percent) or “2” (48.7 percent) on a scale where 5 was “poor.” The data also reveals that pastors who enjoy a council that “reflects” with them on their “role as a pastor” had noticeably better average scores on the satisfaction, isolation, and congregational fit measures.

Table 3 - Perceived pastoral satisfaction, isolation and congregational fit

Pastoral satisfaction items	(Best)			(Worst)		no answer	N
	1	2	3	4	5		
Pq30. What is your level of satisfaction with your present pastorate?	32.7%	42.7%	16.9%	6.5%	1.1%	0%	550
Pq32. How often do you feel isolated in ministry?	8.9%	40.5%	28.9%	19.8%	1.5%	0.4%	550
Pq35. How would you rate your level of fit with your congregation?	37.5%	48.7%	8.9%	4.4%	0.5%	0%	550

Ninety percent of pastors said they would start careers as pastors again; of the remaining ten percent, half said “no” and half did not answer the question. Those who said no were less satisfied, felt more isolated, and rated their congregational fit less highly.

Table 4 - Pastors’ career satisfaction

Career Satisfaction	Yes	No	No answer	N
Pq36. If you were to start your career over, would you be a pastor?	90.0%	5.1%	4.9%	550

In terms of approximate time expenditure, pastors reported that the top consumer of their time is sermon preparation, averaging 15.8 hours per week, followed by 9.7 hours of “time with spouse” and 6.9 hours of “time with children/family.” Out of sixteen options, bringing up the rear were “civic involvement” (1.3 hours per week) and “contact with other pastors or peers” (1.8 hours per week on average). Some pastors noted that ministry to youth and teaching were important options not included in the list.

Table 5 - Time expenditure summary, hours per average week (Pq33a-p)

	Responses	Max	Hours per week	
			Mean	SD
Sermon preparation	527	50	15.8	6.9
Time with spouse	488	100	9.7	9.3
Time with children/family	426	60	6.9	6.0
Administration	519	50	6.6	5.0
Relaxation/exercise	504	62	6.4	5.2
Visiting	526	50	5.9	4.3
Meetings	520	50	5.5	3.4
Other responsibilities or interests	334	40	4.6	5.3
General reading	515	50	4.1	3.5
Scripture reading	524	25	2.9	2.5
Prayer	524	15	2.7	2.0
Counseling	506	50	2.6	3.2
Contact with congregational leaders	512	50	2.5	2.9
Devotions/ inspirational reading	511	25	2.4	2.2
Contact with other pastors or peers	504	50	1.8	2.6
Civic involvement	419	20	1.3	1.8

VI. PASTORAL LEADERSHIP

An intelligent appreciation for the congregation as a social system that requires creative and patient leadership in the face of anxieties and conflicts.

Pastors' choices of leadership styles to describe themselves were dominated by the first option, "servant leadership," with fully half of the 540 pastors answering the question choosing it first and over four in five selecting it for one of the three choices. The next most common choice was "consensus-building leadership," marked by almost two-thirds of pastors, followed by "visionary leadership," marked by just over half of pastors. Pastors shunned the obviously negative "authoritarian leadership" and "reflexive leadership," which were selected by under one percent and under seven percent, respectively. In written comments, a number of pastors said they would have been helped with more definition of the leadership styles named.

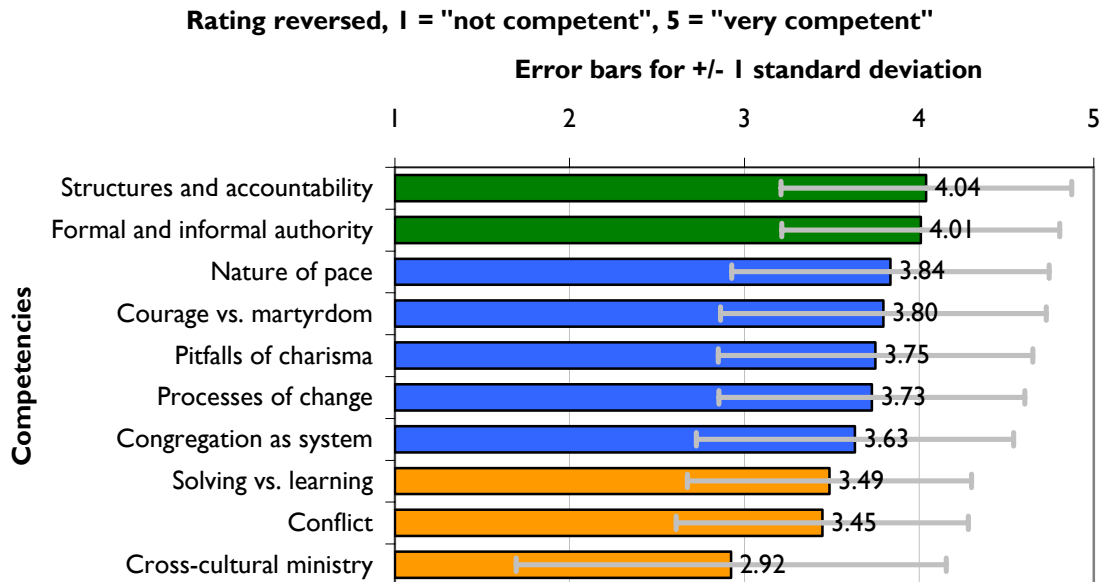
Table 6 - Pastors' reports of leadership styles

Which three of the following best describe your leadership style?

	N				Percent			
	1	2	3	All	1	2	3	All
Servant leadership	270	79	87	436	50.0%	14.7%	16.3%	80.9%
Visionary leadership	86	89	110	285	15.9%	16.5%	20.6%	53.0%
Consensus-building leadership	84	182	85	351	15.6%	33.8%	15.9%	65.2%
Pastor-centered leadership	44	49	38	131	8.1%	9.1%	7.1%	24.3%
Adaptive leadership	29	76		105	5.4%	14.1%	0.0%	19.5%
Congregational leadership	19	45	58	122	3.5%	8.3%	10.8%	22.7%
Reflexive leadership	8	18	11	37	1.5%	3.3%	2.1%	6.9%
Authoritarian leadership		1	3	4	0.0%	0.2%	0.6%	0.7%
Total answering	540	539	535	540				

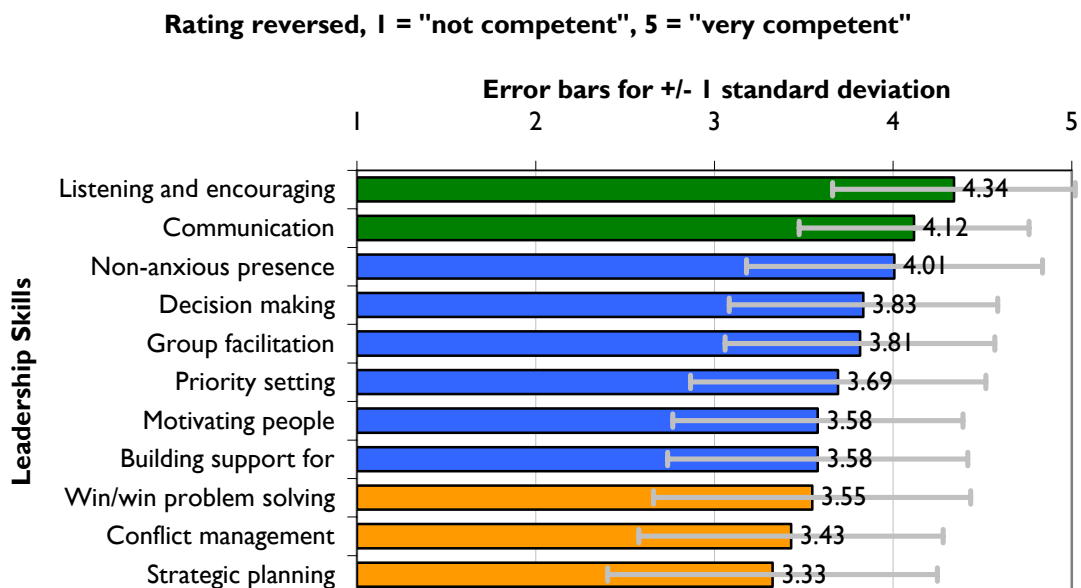
Pastors reported having better understanding of formal and informal authority, the importance of structure and accountability, and the “critical nature of pace in the change process.” They were less confident of their understanding regarding the dynamics of conflict, problem solving and cross-cultural ministry. The wide error bars for cross-cultural ministry in Figure 5 indicate that there were more divergent answers—more high and low values—than with the other items:

Figure 5 - Competency rankings (Pq30)



As for leadership skills, pastors reported competence in listening and encouraging and in communication, but were least competent in conflict management and strategic planning (see Figure 6).

Figure 6 - Leadership skill rankings (Pq40)



VII. PASTORAL GROWTH ORIENTATION

A commitment to life-long learning, including personal, spiritual, intellectual, and professional growth and development.

An important aim of this benchmark study was to evaluate the state of ongoing pastoral learning. As shown in Table 7, over ninety percent of pastors reported attending at least one event in the last year. Peer learning group participation was reported by over four in ten pastors. Over forty percent of pastors also reported participation in mentoring, with mentor-only roles outnumbering mentee-only roles by about two to one (31.7% to 14.6%). Those with both mentor and mentee roles were half again of the mentee-only group (7.6% of the total). Also, those who participated in a peer learning group were substantially more likely also to be mentors, mentees, or both. A little over thirty percent of the responding pastors reported neither peer learning nor mentoring involvement. Only 43.6 percent recognized one of their involvements as an SPE-connected activity.

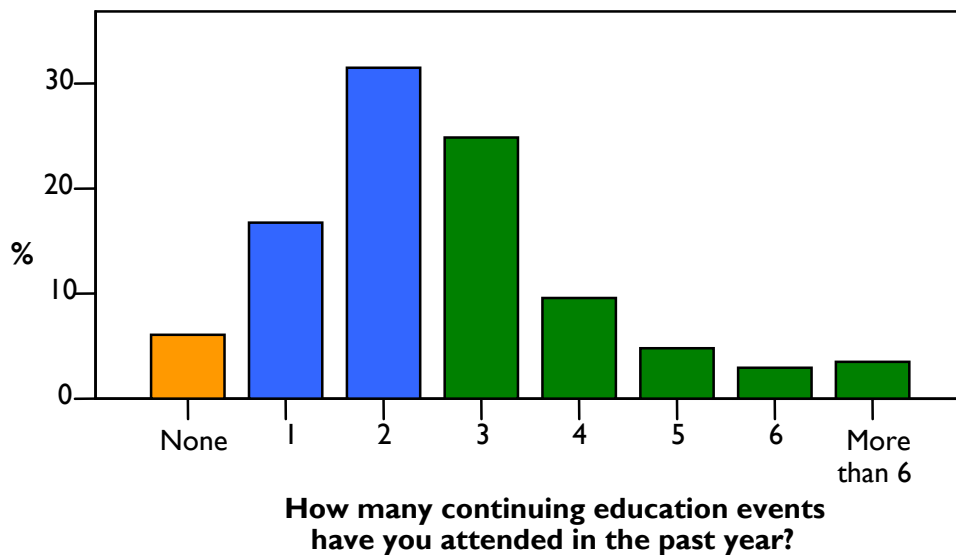
Table 7 - Pastors' reports of continuing education, peer learning, mentoring, and SPE involvement

Continuing Education	Yes	No	Don't know	No answer	N
Pq42. How many continuing education events have you attended in the last year? ["Yes" is percent counting at least one event]	92.7%	6.0%	NA	1.3%	550
Pq43. Are you part of a peer learning group?	43.8%	54.0%	NA	2.2%	550
Pq44. Are you in a mentor/mentee relationship?	53.2%	45.6%	NA	1.3%	550
Pq45. Are any of the above connected with the SPE program in the CRCNA?	43.6%	47.8%	4.7%	3.8%	550

NA = Not applicable

The histogram in Figure 7 displays the percentage of 543 responding pastors in each response category for continuing education events. The most common (“modal”) response was two events:

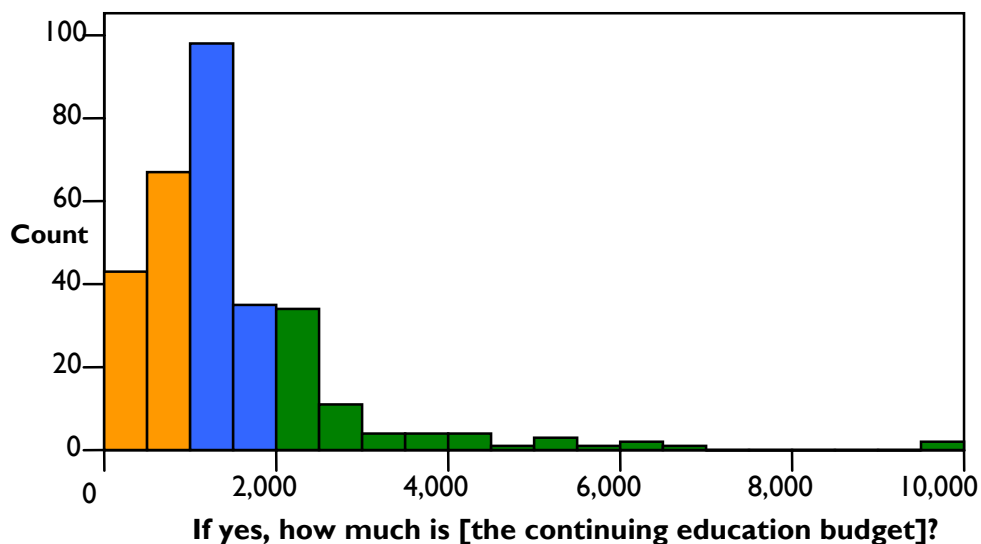
Figure 7 - Histogram of continuing education events



As indicators of council support, 56 percent encouraged their pastor to participate in a worship or seminar on preaching and teaching, and 68 percent provided a budget line for their pastor’s continuing education. Based on information from 310 churches, the minimum budget line is \$100, the maximum is \$10,000, the most common value is \$1,000, and the average is \$1,345. The combined total of all reported budgets from these 310 churches is \$416,844.

The histogram in Figure 8 shows the distribution of these budgets. Further analysis indicated that larger churches are more likely to budget for continuing education than smaller churches, although the amount is not markedly greater. For 64 churches with senior pastors and staff, the budgeted amount is only \$200 greater than for 153 churches with sole pastors.

Figure 8 - Histogram of continuing education budgets for 310 churches



VIII. COUNCIL FEEDBACK AND SUPPORT

Council feedback on spiritual formation, preaching, pastoral role and function, and training/learning opportunities.

The study's findings about provision of support for pastors are mixed. While sizeable groups of pastors and clerks report the existence of various kinds of support, a minority of responding churches reported that reinforcing forms of support are in place. Such practices are probably rarer yet at non-responding congregations.

One key area of such support is in systematic feedback on preaching, and in reflection about the pastor's role. Almost two-thirds of responding pastors (64 percent) say their councils assist them by reflecting on the pastor's role together, but just over one third (35.8 percent) say they receive systematic feedback on preaching, and only three in ten (29.3 percent) say they have the benefit of both feedback and joint reflection. These numbers shrink further when paired pastor and clerk responses from the same church are compared. Of 399 churches with both pastor and clerk responses, just one in four agreed from both sources that systematic preaching feedback is in place and four in ten that joint reflection takes place.

Other key measures of support were clerks' reports of the presence of a committee "through which support of the pastor is demonstrated." Less than forty percent of clerks reported the existence of such a committee.

Table 8 - Crosstabulation of church-level paired perceptions of preaching feedback

<i>Cell entries are percent of total; N=363</i>		Cq09. [Clerks] Does the council systematically offer feedback on your pastor's preaching?		
		No	Yes	Total
Pq25. [Pastors] Do you obtain systematic feedback on your preaching?	No	38.8%	22.3%	61.2%
	Yes	13.8%	25.1%	38.8%
	Total	52.6%	47.4%	100.0%

Only 25.1% (91) of the 363 paired clerks and pastors answering the question agreed that systematic feedback is offered, while 38.8% (141) agreed that no such feedback is forthcoming, forming the largest group. The answers are correlated, but the level of disagreement implied is nontrivial.

The same comparison holds for the joint reflection items, though the wording is not strictly identical, as shown in Table 9:

Table 9 - Crosstabulation of church-level paired perceptions of joint reflection

<i>Cell entries are percent of total; N=369</i>		Cq07. [Clerks] Does the council reflect with the pastor on his/her goals for spiritual formation and growth and how to sustain these goals?		
		No	Yes	Total
Pq34. [Pastors] Does your council assist you by reflecting with you on your role as a pastor?	No	17.3%	19.0%	36.3%
	Yes	23.6%	40.1%	63.7%
	Total	40.9%	59.1%	100.0%

This picture is a comparatively brighter, with the largest group being the just over 40 percent who agreed that the council and pastor reflect together, with 369 churches responding. However, there is significant difference of interpretation (which may be partly due to differing question wording), such that the roughly 60% of both groups saying “Yes” do not overlap to create a majority of churches where both say “Yes”.

IX. CONCLUDING OBSERVATIONS

The overall impression from these data is that of a fairly healthy CRC pastorate. Nevertheless, “earthen vessels” always have lots of room for improvement.

One of the areas of high potential for improvement is communication between pastors and congregational leaders.¹ Immediately below we suggest one or more ways this communication can be improved, especially regarding the role and satisfaction of the pastor:

Option #1. Pastors and congregational leaders schedule an extended period of time to review this report together, in order to develop plans for improved support and encouragement of the pastor.

Option #2. Pastors, in their monthly report to congregational leaders, include reflection and invite feedback regarding their experience and satisfaction in at least one of the six “Marks of Good Ministry” (cf. sections II – VII).

Note: We suggest that this reflection and feedback be carried out with the respective section of the SPE report in hand so as to jointly identify ways the leaders can commit to support their pastors in particular marks of good ministry.

Option #3. Congregational leaders provide their pastors with sufficient time and resources for training that strengthens them in the marks of good ministry.

Option #4. At least annually congregational leaders review their ability to support their pastors through means such as:

- A committee that provides personal and spiritual support for pastors and their families.
- Regular feedback to their pastors concerning performance of their responsibilities.
- Adequate time and financial resources for training and continuing education.
- Periodic reflection with their pastors on how they are each contributing to pastoral excellence.

The Sustaining Pastoral Excellence project intends to extract and analyze additional information and insights from the study data (see Appendix A, Codebook with Frequencies) as its own time and resources allow.

¹ In naming “congregational leaders” we are referring to the church council, the body of elders, or other appropriate ministry leadership, governance and support structures.

APPENDIX A: CODEBOOK WITH FREQUENCIES

Sustaining Pastoral Excellence 2004-2005 Program Benchmark

Center for Social Research study number 499

Fall 2004 – Spring 2005

NOTE on interpretation: “Standard deviations” below indicate the average difference between all responses and the mean. For example, in Pq07 on page 18 below, the average reported membership is 302.55 members, with a standard deviation of 246.05, meaning that the average responding church differs from the 302-member mean by about 246 members.

A. Pastors’ responses

N = 550

Question	Description	N	Percent
Pq01	How would you describe yourself [in terms of ethnicity]?		
	1=North American Indian/Aboriginal	4	0.7
	2=Asian/Asian American	29	5.3
	3=Black/African American	7	1.3
	4=Hispanic/Latino	9	1.6
	5=Native Hawaiian/other Pacific Islander	1	.2
	6=White/Caucasian/Anglo	493	89.6
	7=Other	7	1.3
Pq02	Are you male or female?		
	1=Male	544	99.3
	2=Female	4	0.7
Pq03	How old are you?		
	1=20-25	1	0.2
	2=26-30	14	2.5
	3=31-35	41	7.5
	4=36-40	52	9.5
	5=41-45	88	16.0
	6=46-50	109	19.8
	7=51-55	104	18.9
	8=56-60	90	16.4
	9=61-65	45	8.2
	10=66 or more	6	1.1
Pq04	Is your present church in the US or Canada?		
	1=Canada	146	26.5
	2=US	404	73.5

Question	Description	N	Percent
Pq05	Of which classis is your church a member?		
	3=Alberta North	18	3.3
	6=Alberta South/Saskatchewan	10	1.9
	7=Arizona	6	1.1
	8=Atlantic Northeast	8	1.5
	9=B.C. North-West	12	2.2
	10=B.C. South-East	15	2.8
	12=Northern Michigan	10	1.9
	15=California South	10	1.9
	18=Central California	17	3.1
	21=Chatham	17	3.1
	24=Northern Illinois	9	1.7
	27=Chicago South	11	2.0
	28=Columbia	8	1.5
	30=Eastern Canada	15	2.8
	32=Southeast U.S.	6	1.1
	33=Grand Rapids East	12	2.2
	36=Grand Rapids South	12	2.2
	39=Grand Rapids North	13	2.4
	42=Grandville	13	2.4
	43=Greater Los Angeles	18	3.3
	44=Georgetown	14	2.6
	45=Hackensack	11	2.0
	48=Hamilton	10	1.9
	51=Holland	23	4.3
	54=Hudson	6	1.1
	55=Huron	15	2.8
	56=Illiana	10	1.9
	57=Kalamazoo	14	2.6
	60=Lake Erie	9	1.7
	63=Lake Superior	9	1.7
	66=Minnkota	6	1.1
	69=Muskegon	13	2.4
	71=Niagara	8	1.5
	72=Northcentral Iowa	13	2.4
	75=Heartland	10	1.9
	76=Pacific Hanmi	2	0.4
	78=Pacific Northwest	18	3.3
	81=Pella	15	2.8
	82=Quinte	12	2.2
	83=Red Mesa	6	1.1
	84=Rocky Mountain	20	3.7
	87=lakota	13	2.4
	89=Thornapple Valley	8	1.5
	90=Toronto	8	1.5
	93=Wisconsin	12	2.2
	95=Yellowstone	4	0.7
	96=Zeeland	11	2.0

Question	Description	N	Percent
Pq06	Is your ministry located in an area that is [urban, suburban, rural]?		
	1=Urban	143	27.1
	2=Suburban	237	44.9
	3=Rural	148	28.0
Pq07	What is the size of your total membership?		
	Minimum	0	
	Maximum	1600	
	Mean	302.55	
	Standard Deviation	246.05	
Pq08	How many years have you been in your current church?		
	Minimum	0	
	Maximum	39	
	Mean	6.51	
	Standard Deviation	5.59	
Pq09	Are you the [sole pastor, senior pastor, or a pastor on staff]?		
	1=Sole pastor	373	70.5
	2=Senior pastor with other pastors on staff	146	27.6
	3=A pastor on staff (not the senior pastor)	10	1.9
Pq10	How many years have you been in pastoral ministry?		
	Minimum	0	
	Maximum	46	
	Mean	17.83	
	Standard Deviation	10.81	
Pq11	Have your years of ministry been continuous?		
	1=Yes	490	92.6
	2=No	39	7.4
Pq12	How many congregations have you served (including your present charge)?		
	Minimum	0	
	Maximum	260	
	Mean	3.86	
	Standard Deviation	13.74	
Pq13	Has your congregation had a pastoral separation in the past three years?		
	1=No	499	94.3
	2=Yes, under Article 16 (leave of absence)	4	0.8
	3=Yes, under Article 17 (release from ministry in the congregation)	26	4.9

Question	Description	N	Percent
Pq14	What route did you follow to ministry in the CRCNA?		
	1=Calvin Theological Seminary (CTS)	418	81.2
	2=Other seminary	42	8.2
	3=Classis/special gifts – Article 7	13	2.5
	4=Other denomination – Article 8	16	3.1
	5=Ordained evangelist	22	4.3
	6=Other	4	0.8
Pq14a	[Which] Calvin Theological Seminary (CTS) degree [did you receive?]		
	1=M. Div.	298	90.3
	2=SPMC	32	9.7
Pq14b	Other seminary: Which one?		
	3=Reformed Bible College	3	4.5
	4=R.T.S. Jackson, MS	6	9.1
	5=Western Theological Seminary	5	7.6
	6=Trinity Evangelical Divinity School	3	4.5
	7=Princeton Theological Seminary	2	3.0
	8=Korean Presbyterian Seminary	11	16.7
	9=Fuller	10	15.2
	10=Gordon-Conwell	1	1.5
	11=Westminster – PA	7	10.6
	12=International Theological Seminary	1	1.5
	13=Columbia Biblical Seminary and Graduate School	1	1.5
	14=Reformed Theological Seminary	1	1.5
	15=Yale Divinity School	1	1.5
	16=Covenant	3	4.5
	17=Austin Presbyterian Theological	1	1.5
	18=Westminster – California	3	4.5
	19=Prairie Bible Institute	1	1.5
	20=University of Pretoria (South Africa)	1	1.5
	21=Mid-America Reformed Seminary	1	1.5
	22=Regent College	1	1.5
	23=China Evangelical Seminary	1	1.5
	24=Seminario Evangelico de Lima, Peru	1	1.5
	25=Asian Theological Seminary	1	1.5

Question	Description	N	Percent
Pq15	Degrees or diplomas you have earned:		
	1=Associates	26	5.0
	2=Bachelors	422	80.4
	3=M.A. or M.S.	65	12.4
	4=Ph.D.	11	2.1
	5=Legal degree	4	0.8
	6=Medical degree	0	0.0
	7=M.Div.	451	85.9
	8=M.T.S.	3	0.6
	9=Th.M.	47	9.0
	10=Th.D.	4	0.8
	11=Other (specify)	282	51.3
Pq16	At what age were you ordained?		
	Minimum	21	
	Maximum	59	
	Mean	30.96	
	Standard Deviation	6.48	
Pq17	How often do you have personal prayer and meditation time (including Bible reading)?		
	1=Daily	257	48.4
	2=Five or six times a week	153	28.8
	3=Three or four times a week	97	18.3
	4=Fewer than three times a week	24	4.5
Pq18	Have you gone on a spiritual retreat in the last twelve months?		
	1=Yes	231	43.3
	2=No	302	56.7
Pq19	Do you regularly meet with one or more other Christians for the purpose of deepening your relationship with God?		
	1=Yes	409	76.6
	2=No	125	23.4
Pq20	Do you establish annual, personal goals for spiritual growth and a way to sustain these goals?		
	1=Yes	180	33.8
	2=No	353	66.2
Pq21	Do you regularly keep a journal on your prayer life and your walk with God?		
	1=Yes	107	20.0
	2=No	427	80.0

Question	Description	N	Percent
Pq22	Have you developed a personal life mandate or statement of personal vision for ministry?		
	1=Yes	229	43.0
	2=No	303	57.0
Pq22a	How often do you reference [your personal life mandate or vision statement]?		
	1=Monthly	32	14.2
	2=Quarterly	59	26.1
	3=Annually	66	29.2
	4=Less than annually	69	30.5
Pq23	Does your congregation have vision and mission statements?		
	1=Yes	425	81.4
	2=No	97	18.6
Pq23a	How often does your preaching refer to these [vision and mission] statements?		
	1=Monthly	122	30.3
	2=Quarterly	115	28.5
	3=Semi-annually	82	20.3
	4=Annually	84	20.8
Pq23b	How frequently does your congregational leadership review your church's vision and mission statements?		
	1=Bi-annually	87	20.5
	2=Annually	211	49.6
	3=Every 5 years or more	127	29.9
Pq24	Indicate how well your congregation reflects the following core elements of CRC's mission statement using a scale of 1=very well to 5=poorly.		
Pq24.1	We gather to praise God, listen to Him and respond.		
	1=Very well	323	61.2
	2	141	26.7
	3	30	5.7
	4	24	4.5
	5=Poorly	10	1.9
Pq24.2	We nurture each other in faith and obedience to Christ.		
	1=Very well	105	19.8
	2	237	44.7
	3	150	28.3
	4	36	6.8
	5=Poorly	2	0.4

Question	Description	N	Percent
Pq24.3	We love and care for one another as God's people.		
	1=Very well	169	31.9
	2	246	46.4
	3	82	15.5
	4	25	4.7
	5=Poorly	8	1.5
Pq24.4	We commit ourselves to serve and to tell others about Jesus.		
	1=Very well	52	9.8
	2	149	28.1
	3	186	35.1
	4	123	23.2
	5=Poorly	20	3.8
Pq24.5	We pursue God's justice and peace in every area of life.		
	1=Very well	29	5.5
	2	100	18.9
	3	201	37.9
	4	151	28.5
	5=Poorly	49	9.2
Pq25	Do you obtain systematic feedback on your preaching?		
	1=Yes	197	37.1
	2=No	334	62.9
Pq26	Have you participated in a workshop/seminar or done reading on pastoral preaching/teaching in the last 12 months?		
	1=Yes	403	73.7
	2=No	144	26.3
Pq27	How would you evaluate your understanding of the Reformed Christian faith?		
	1=Thorough	272	49.6
	2	244	44.5
	3	21	3.8
	4	9	1.6
	5=Weak	2	0.4
Pq28	What has most helped you come to this understanding [of the Reformed Christian faith]? Please rate each of the following using a scale of 1=most important to 7=least important.		

Question	Description	N	Percent
Pq28.1	Theological reading		
	1=Most important	180	33.8
	2	149	28.0
	3	108	20.3
	4	51	9.6
	5	27	5.1
	6	12	2.3
	7=Least important	6	1.1
Pq28.2	Peers/mentors		
	1=Most important	62	11.7
	2	146	27.6
	3	123	23.3
	4	88	16.6
	5	67	12.7
	6	38	7.2
	7=Least important	5	0.9
Pq28.3	Creeds and confessions		
	1=Most important	116	21.9
	2	163	30.8
	3	128	24.2
	4	73	13.8
	5	34	6.4
	6	11	2.1
	7=Least important	4	0.8
Pq28.4	College/seminary training		
	1=Most important	287	54.7
	2	116	22.1
	3	68	13.0
	4	32	6.1
	5	10	1.9
	6	8	1.5
	7=Least important	4	0.8
Pq28.5	Prayer/meditation		
	1=Most important	54	10.3
	2	83	15.8
	3	97	18.5
	4	77	14.7
	5	108	20.6
	6	87	16.6
	7=Least important	18	3.4

Question	Description	N	Percent
Pq28.6	Synodical study reports		
	1=Most important	4	0.8
	2	39	7.5
	3	65	12.5
	4	75	14.4
	5	93	17.8
	6	158	30.3
	7=Least important	88	16.9
Pq28.7	Other (please specify)		
	1=Most important	40	30.8
	2	18	13.8
	3	7	5.4
	4	2	1.5
	5	6	4.6
	6	5	3.8
	7=Least important	52	40.0
Pq29	How many persons are you currently discipling (in one-to-one or one-to-two relationships) in each of the following categories?		
Pq29a	Pre-Christian		
	Minimum	0	
	Maximum	30	
	Mean	1.38	
	Standard Deviation	2.31	
Pq29b	New Christian		
	Minimum	0	
	Maximum	31	
	Mean	2.04	
	Standard Deviation	2.98	
Pq29c	Mature Christian		
	Minimum	0	
	Maximum	113	
	Mean	2.81	
	Standard Deviation	6.15	
Pq30	What is your level of satisfaction with your present pastorate?		
	1=Very satisfied	180	32.7
	2	235	42.7
	3	93	16.9
	4	36	6.5
	5=Not satisfied	6	1.1

Question	Description	N	Percent
Pq31	How supportive is your spouse of your pastoral vocation?		
	1=Very supportive	340	63.9
	2	141	26.5
	3	32	6.0
	4	12	2.3
	5=Not supportive	7	1.3
Pq32	How often do you feel isolated in ministry?		
	1=Never	49	8.9
	2	223	40.7
	3	159	29.0
	4	109	19.9
	5=Always	8	1.5
Pq33	In an average week, how much time do you use in each of the following areas?		
Pq33.1	Prayer		
	Minimum	0	
	Maximum	15	
	Mean	2.73	
	Standard Deviation	2.00	
Pq33.2	Scripture reading		
	Minimum	0	
	Maximum	25	
	Mean	2.87	
	Standard Deviation	2.54	
Pq33.3	Devotions/inspirational reading		
	Minimum	0	
	Maximum	25	
	Mean	2.41	
	Standard Deviation	2.19	
Pq33.4	Sermon preparation		
	Minimum	0	
	Maximum	50	
	Mean	15.75	
	Standard Deviation	6.95	
Pq33.5	Visiting		
	Minimum	0	
	Maximum	50	
	Mean	5.89	
	Standard Deviation	4.33	

Question	Description	N	Percent
Pq33.6	Counseling		
	Minimum	0	
	Maximum	50	
	Mean	2.59	
	Standard Deviation	3.18	
Pq33.7	Administration		
	Minimum	0	
	Maximum	50	
	Mean	6.59	
	Standard Deviation	5.04	
Pq33.8	Meetings		
	Minimum	0	
	Maximum	50	
	Mean	5.47	
	Standard Deviation	3.44	
Pq33.9	General reading		
	Minimum	0	
	Maximum	50	
	Mean	4.12	
	Standard Deviation	3.48	
Pq33.10	Contact with other pastors or peers		
	Minimum	0	
	Maximum	50	
	Mean	1.80	
	Standard Deviation	2.63	
Pq33.11	Contact with congregational leaders		
	Minimum	0	
	Maximum	50	
	Mean	2.49	
	Standard Deviation	2.86	
Pq33.12	Relaxation/exercise		
	Minimum	0	
	Maximum	62	
	Mean	6.35	
	Standard Deviation	5.17	
Pq33.13	Time with spouse		
	Minimum	0	
	Maximum	100	
	Mean	9.73	
	Standard Deviation	9.31	

Question	Description	N	Percent
Pq33.14	Time with children/family		
	Minimum	0	
	Maximum	60	
	Mean	6.85	
	Standard Deviation	5.97	
Pq33.15	Civic involvement		
	Minimum	0	
	Maximum	20	
	Mean	1.32	
	Standard Deviation	1.76	
Pq33.16	Other responsibilities or interests		
	Minimum	0	
	Maximum	40	
	Mean	4.64	
	Standard Deviation	5.25	
Pq34	Does your council assist you by reflecting with you on your role as pastor?		
	1=Yes	352	64.4
	2=No	195	35.6
Pq35	How would you rate your level of fit with your congregation?		
	1=Excellent	206	37.5
	2	268	48.7
	3	49	8.9
	4	24	4.4
	5=Poor	3	0.5
Pq36	If you were to start your career over, would you be a pastor?		
	1=Yes	495	94.6
	2=No	28	5.4
Pq37	Evaluate your level of participation as a leader in other settings-community, denominational and ecumenical.		
	1=High	69	12.7
	2	157	29.0
	3	186	34.3
	4	92	17.0
	5=Low	38	7.0

Question	Description	N	Percent
Pq38.1	Which three of the following best describe your leadership style? (1)		
	1=Servant leadership	270	50.0
	2=Pastor-centered leadership	44	8.1
	3=Congregational leadership	19	3.5
	4=Authoritarian leadership	0	0.0
	5=Consensus-building leadership	84	15.6
	6=Reflexive leadership	8	1.5
	7=Visionary leadership	86	15.9
	8=Adaptive leadership	29	5.4
Pq38.2	Which three of the following best describe your leadership style? (2)		
	1=Servant leadership	79	14.7
	2=Pastor-centered leadership	49	9.1
	3=Congregational leadership	45	8.3
	4=Authoritarian leadership	1	0.2
	5=Consensus-building leadership	182	33.8
	6=Reflexive leadership	18	3.3
	7=Visionary leadership	89	16.5
	8=Adaptive leadership	76	14.1
Pq38.3	Which three of the following best describe your leadership style? (3)		
	1=Servant leadership	87	16.3
	2=Pastor-centered leadership	38	7.1
	3=Congregational leadership	58	10.8
	4=Authoritarian leadership	3	0.6
	5=Consensus-building leadership	85	15.9
	6=Reflexive leadership	11	2.1
	7=Visionary leadership	110	20.6
	8=Adaptive leadership	143	26.7
Pq38	COMBINED leadership styles (checked for 1, 2 or 3)		
	1=Servant leadership	436	80.7
	2=Pastor-centered leadership	131	24.3
	3=Congregational leadership	122	22.6
	4=Authoritarian leadership	4	0.7
	5=Consensus-building leadership	351	65.0
	6=Reflexive leadership	37	6.9
	7=Visionary leadership	285	52.8
	8=Adaptive leadership	248	45.9

Question	Description	N	Percent
Pq39	Please rate your grasp of each of the following leadership competencies using a scale of 1=very competent to 5=not competent.		
Pq39.1	Understanding authority including both formal and informal		
	1=Very competent	142	26.6
	2	281	52.6
	3	88	16.5
	4	20	3.7
	5=Not competent	3	0.6
Pq39.2	Understanding the importance of clear structures and practices of accountability		
	1=Very competent	164	30.7
	2	257	48.1
	3	87	16.3
	4	23	4.3
	5=Not competent	3	0.6
Pq39.3	Understanding dynamics and processes of change		
	1=Very competent	96	18.0
	2	246	46.2
	3	148	27.8
	4	37	6.9
	5=Not competent	6	1.1
Pq39.4	Understanding issues involved in cross-cultural ministry		
	1=Very competent	65	12.2
	2	119	22.3
	3	130	24.4
	4	149	28.0
	5=Not competent	70	13.1
Pq39.5	Understanding the dynamics of conflict and how to lead in the context of conflict		
	1=Very competent	43	8.1
	2	221	41.8
	3	199	37.6
	4	61	11.5
	5=Not competent	5	0.9
Pq39.6	Understanding the congregation as a system		
	1=Very competent	81	15.3
	2	241	45.4
	3	151	28.4
	4	49	9.2
	5=Not competent	9	1.7

Question	Description	N	Percent
Pq39.7	Understanding the critical nature of <i>pace</i> when it comes to change		
	1=Very competent	121	22.7
	2	259	48.6
	3	105	19.7
	4	41	7.7
	5=Not competent	7	1.3
Pq39.8	Understanding the difference between courage and the temptation to martyrdom		
	1=Very competent	116	21.9
	2	247	46.7
	3	120	22.7
	4	34	6.4
	5=Not competent	12	2.3
Pq39.9	Understanding the pitfalls of charisma		
	1=Very competent	100	18.9
	2	255	48.1
	3	126	23.8
	4	41	7.7
	5=Not competent	8	1.5
Pq39.10	Knowing the difference between solving problems and creating opportunities for learning		
	1=Very competent	49	9.2
	2	215	40.4
	3	220	41.4
	4	42	7.9
	5=Not competent	6	1.1
Pq40	Please rate your level of ability in relation to each of the following leadership skills using a scale of 1=very competent to 5=not competent.		
Pq40.1	Listening and encouraging		
	1=Very competent	241	44.9
	2	242	45.1
	3	51	9.5
	4	2	0.4
	5=Not competent	1	0.2
Pq40.2	Communication		
	1=Very competent	139	25.9
	2	328	61.2
	3	62	11.6
	4	7	1.3
	5=Not competent	0	0.0

Question	Description	N	Percent
Pq40.3	Group facilitation		
	1=Very competent	91	17.0
	2	275	51.4
	3	148	27.7
	4	21	3.9
	5=Not competent	0	0.0
Pq40.4	Decision making		
	1=Very competent	96	17.9
	2	273	50.8
	3	152	28.3
	4	15	2.8
	5=Not competent	1	0.2
Pq40.5	Priority setting		
	1=Very competent	75	14.0
	2	270	50.3
	3	147	27.4
	4	42	7.8
	5=Not competent	3	0.6
Pq40.6	Strategic planning		
	1=Very competent	47	8.8
	2	190	35.5
	3	200	37.4
	4	86	16.1
	5=Not competent	12	2.2
Pq40.7	Conflict management		
	1=Very competent	40	7.5
	2	227	42.4
	3	203	37.9
	4	55	10.3
	5=Not competent	11	2.1
Pq40.8	Maintaining a non-anxious presence		
	1=Very competent	156	29.2
	2	252	47.2
	3	103	19.3
	4	20	3.7
	5=Not competent	3	0.6

Question	Description	N	Percent
Pq40.9	Motivating people to perform at their full potential		
	1=Very competent	57	10.6
	2	245	45.7
	3	190	35.4
	4	39	7.3
	5=Not competent	5	0.9
Pq40.10	Building support for and ownership of a process of change		
	1=Very competent	60	11.2
	2	245	45.8
	3	181	33.8
	4	42	7.9
	5=Not competent	7	1.3
Pq40.11	Using win/win problem solving techniques		
	1=Very competent	62	11.7
	2	238	44.7
	3	171	32.1
	4	51	9.6
	5=Not competent	10	1.9
Pq41	On average, how much time do you spend reading ministry-related material each week?		
	Minimum	0	
	Maximum	65	
	Mean	4.80	
	Standard Deviation	5.19	
Pq42	How many continuing education events (conferences, lectures, workshops etc.) have you attended in the last year?		
	0=None	33	6.1
	1	91	16.8
	2	171	31.5
	3	135	24.9
	4	52	9.6
	5	26	4.8
	6	16	2.9
	7=More than 6	19	3.5
Pq43	Are you a part of a peer learning group?		
	1=Yes	241	44.8
	2=No	297	55.2

Question	Description	N	Percent
Pq43a	How often do you [and your peer learning group] meet?		
	1=Once a week	22	9.1
	2=Twice a month	18	7.4
	3=Once a month	143	58.8
	4=Every other month	29	11.9
	5=Less than every 2 months	31	12.8
Pq44	Are you in a mentor/mentee relationship?		
	1=Yes, as a mentor	173	31.9
	2=Yes, as a mentee	78	14.4
	3=No	251	46.2
	4=Yes, as mentor and a mentee	41	7.6
Pq45	Are any of the above (continuing education, peer learning group, mentor/mentee relationship) connected with the Sustaining Pastoral Excellence program in the CRCNA?		
	1=Yes	263	49.7
	2=No	240	45.4
	3=Don't know	26	4.9

B. Clerks' responses

N = 522

NOTE: differences from pastors' answers to similar questions reflect different churches responding as well as differences between pastors' and clerks' interpretations; refer to matched-pair analysis in the report text (for example, Table 8 on page 13) for correct comparisons.

Question	Description	N	Percent
Cq01	How would you describe your congregation? Use percentages, which should total 100.		
Cq01.1	North American Indian / Aboriginal		
	Minimum	0	
	Maximum	95	
	Mean	0.39	
	Standard Deviation	4.36	
Cq01.2	Asian/Asian American		
	Minimum	0	
	Maximum	100	
	Mean	4.19	
	Standard Deviation	17.92	
Cq01.3	Black/African American		
	Minimum	0	
	Maximum	90	
	Mean	1.97	
	Standard Deviation	8.92	

Question	Description	N	Percent
Cq01.4	Hispanic/Latino		
	Minimum	0	
	Maximum	100	
	Mean	2.09	
	Standard Deviation	10.24	
Cq01.5	Native Hawaiian/other Pacific Islander		
	Minimum	0	
	Maximum	40	
	Mean	0.22	
	Standard Deviation	2.37	
Cq01.6	White/Caucasian/Anglo		
	Minimum	0	
	Maximum	100	
	Mean	86.93	
	Standard Deviation	29.19	
Cq01.7	Other		
	Minimum	0	
	Maximum	100	
	Mean	1.02	
	Standard Deviation	8.85	
Cq02	Is your ministry located in an area that is [urban, suburban, or rural?]		
	1=Urban	126	24.4
	2=Suburban	225	43.6
	3=Rural	165	32.0
Cq03	In what year was your congregation established?		
	Minimum	1847	
	Maximum	2004	
	Mean	1,949.40	
	Standard Deviation	35.41	
Cq04	How many pastors has your congregation had during this time?		
	Minimum	0	
	Maximum	27	
	Mean	7.83	
	Standard Deviation	5.30	
Cq05	Has your pastor gone on a spiritual retreat in the last twelve months?		
	1=Yes	300	58.4
	2=No	214	41.6

Question	Description	N	Percent
Cq06	Does the council encourage your pastor to meet regularly with one or more other Christians for the purpose of deepening his/her relationship with God? 1=Yes 2=No	382 111	77.5 22.5
Cq07	Does the council (or its representatives) reflect with the pastor on the pastor's own goals for spiritual formation and growth and how to sustain these goals? 1=Yes 2=No	296 185	61.5 38.5
Cq08	Does your congregation have vision and mission statements? 1=Yes 2=No	416 71	85.4 14.6
Cq08a	How often does your pastor's preaching refer to these [vision and mission] statements? 1=Monthly 2=Quarterly 3=Semi-annually 4=Annually	110 108 68 101	28.4 27.9 17.6 26.1
Cq08b	How frequently do you, the council, review your Church's vision and mission statements? 1=Bi-annually 2=Annually 3=Every 5 years or more	80 183 148	19.5 44.5 36.0
Cq09	Does the council systematically offer feedback on your pastor's preaching? 1=Yes 2=No	241 249	49.2 50.8
Cq10	Has the council encouraged your pastor to participate in a workshop/seminar on pastoral preaching/teaching in the last 12 months? 1=Yes, and s/he attended 2=Yes, but s/he did not attend 3=No	270 21 202	54.8 4.3 41.0
Cq11	Does your church have a pastor/church committee through which support of the pastor is demonstrated? 1=Yes 2=No	202 285	41.5 58.5

Question	Description	N	Percent
Cq12	How frequently does the council discuss with the pastor his/her use of time?		
	1=Regularly	78	16.0
	2	112	23.0
	3	92	18.9
	4	115	23.6
	5=Never	91	18.6
Cq13	Does your church have a budget line for the pastor's continuing education?		
	1=Yes	354	72.7
	2=No	133	27.3
Cq13a	How much is [the continuing education budget]?		
	Minimum	0	
	Maximum	10,000	
	Mean	1,042.11	
	Standard Deviation	1,226.99	
Cq13b	Does the pastor use all of the funds available each year?		
	1=Yes	187	57.0
	2=No	141	43.0
Cq14	How many continuing education events (conferences, lectures, workshops etc) has your pastor attended in the last year?		
	0=None	36	7.5
	1	110	22.9
	2	157	32.7
	3	107	22.3
	4	42	8.8
	5	16	3.3
	6	4	0.8
	7=More than 6	8	1.7
Cq15	Is your pastor a part of a peer learning group?		
	1=Yes	148	29.0
	2=No	238	46.6
	3=Don't know	125	24.5
Cq15a	Does your pastor share experiences/learnings from this group with the council?		
	1=Yes	193	68.9
	2=No	87	31.1
Cq16	Is your pastor currently in a mentor/mentee relationship?		
	1=Yes	144	28.2
	2=No	258	50.5
	3=Don't know	109	21.3

Question	Description	N	Percent
Cq17	Are any of the above (continuing education, peer learning group, mentor/mentee relationship) connected with the Sustaining Pastoral Excellence program in the CRCNA which is funded by Lilly Endowment Inc.?		
	1=Yes	210	41.2
	2=No	128	25.1
	3=Don't know	172	33.7