

Workbook

Activating Our Missional Congregation

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Presbytery of Genesee Valley

Know Christ ■ Live Christ ■ Share Christ

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Unless noted, all scripture references are from the *New Revised Standard Version*.

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by order of completion

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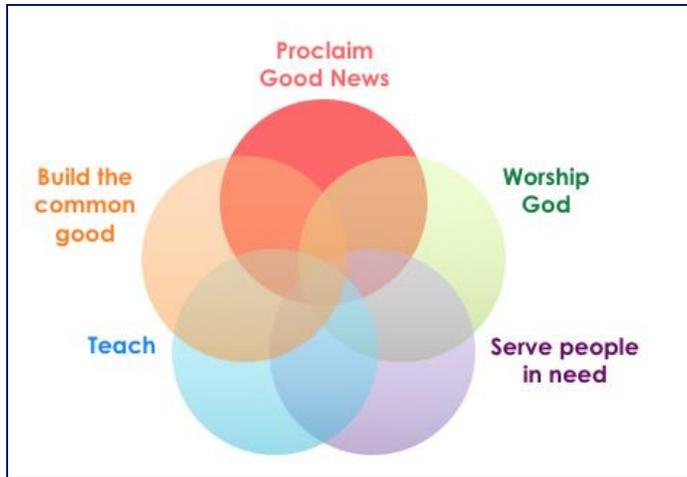
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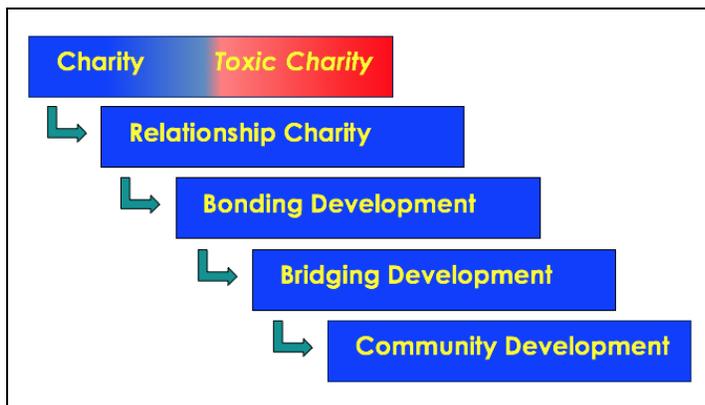
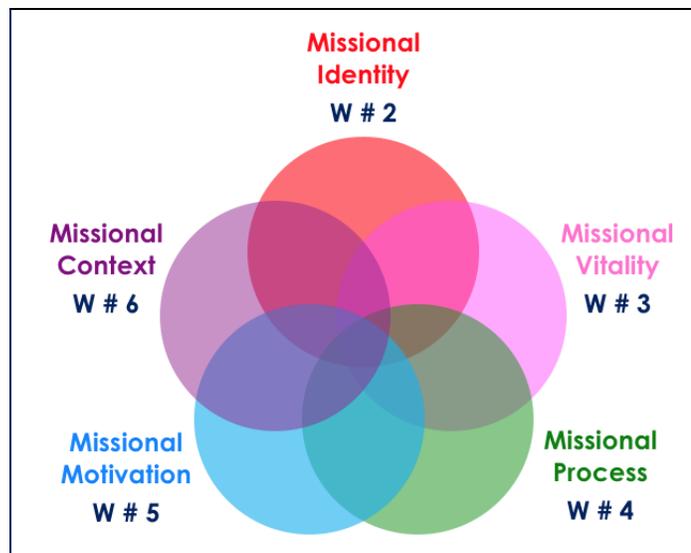
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Rev. Susan Thaine, Pastor, Penfield Presbyterian Church, Penfield, NY



5 New Testament functions of a missional congregation (Workshop # 1)

5 dynamic factors of a missional congregation (Workshops # 2 - # 6)



5-Step Missional Continuum: Charity to Development (Workshop # 7)

What

What is the purpose of these Workshops?

“...to **equip** the saints for the work of ministry,
for **building up** the body of Christ...”

Ephesians 4:12

This Workshop series equips congregations with tools to...



- Measure, assess, and analyze your social mission projects.
- Build your capacity to activate and sustain your social mission volunteers.
- Plan for outcome-based social mission projects.

**THiNK
About It.**

Write your response
in the space below.

1. In what ways does your congregation “sustain your social mission volunteers”?
2. What is the difference between a mission activity and a mission outcome?

Who

Who can benefit from this series?

1. Congregations with a strong mission program and which seek ways to...	▪ assess your projects' efficacy (outcomes, impact, effectiveness) and efficiency (stewardship of resources – human and/or \$).
2. Congregations wanting to re-engage in social mission and which seek to...	▪ create a holistic approach to social mission. ▪ activate and sustain volunteers' involvement.
3. Congregations seeking a strategy which will...	▪ align your vision and hopes for social mission with your members' vision and hopes as disciples of Jesus Christ.
4. Congregations which commit people who will...	▪ work together and support each other as a study team .

Our Invitation

Participation is truly open to all types of congregations. Our model does not require a minimum size, minimum budget, location in a particular kind of community, or a certain set of beliefs. (The five congregations in the pilot series consisted of 126, 266, 898, 117, and 231 members in 2016. A project team with 170 volunteers from a sixth congregation was also in the pilot.)¹

However, this is not the proverbial one-size-fits-all approach. Our confidence about the merits of this training is rooted in the diversity of congregations which use process and measurement tools to assess how they activate and sustain effective and efficient mission projects. We respect the ability of congregations to adapt good ideas to fit their situations.

Some Caveats

This series requires a committed focus for one year. It cannot support a congregation at some stages in its life cycle, including when a congregation is:

- highly conflicted or in serious financial straits (those stressors demand full attention);
- in the midst of calling a new pastor (concentrate on this task);
- conducting a major review of the entire mission and ministry (that takes priority);
- dependent on a few individuals who lead and do all the social mission work (that is a mismatch for this model which values a team approach and congregational participation).

You

Your Commitment

This project will inconvenience you and your congregation. It requires a real commitment of time, attention, and energy. In the spirit of Matthew 22:37, bring **all your heart** (your care and passion for serving God's people), **all your soul** (your faith that the Holy Spirit will lead us), and **all your mind** (your willingness to discover, reflect, and learn). You and your mission team will bring to life the potential benefits of this study for your congregation and the people served by your social mission projects.

THiNK About It. Write your response in the space below.

1. How might this series of 8 workshops inconvenience you?
2. What anxieties and what excitement do you have about this series?
3. What will compete for your time, energy, and attention to these workshops?



Your Session will endorse your participation in this study by signing a covenant with the Tools and Training Team of the Presbytery of Genesee Valley to bring these Workshops to your congregation. Therefore your leaders commit to value this project as important. They also think you are capable of doing an excellent job!

Authors' Core Affirmation

The structured, careful study of social mission is a means of God's grace and transformation of congregations.²

THiNK Write your response
About It. in the space below.

1. What has been an experience of God's grace for you?
2. Have you ever had an experience of God's grace through your participation in your congregation's social mission?

How

How are the Workshops structured?

We follow a distinct rhythm. As new topics are explored, we also reflect on prior research discoveries. As our understanding grows, so does our ability to apply the increasing base of knowledge. This pattern builds *breadth* and *depth*. The figure below shows individuals' and a Study Team's process

of experience, reflection, learning, and action. The complete pattern begins in Workshop 2 and continues through Workshop 7. (Workshop 1 is introductory, and 8 is a conclusion.) *Expect discoveries to occur throughout, and insights to emerge toward the end.*

Rhythm of the Workshops



What

What outcomes can be expected?

Jesus is clear in the Sermon on the Mount about how to discern the false from the true – knowing their fruits, i.e., their outcomes.

Know them
by their fruits.
Matthew 7:15-20



You will learn to measure outcomes by asking 3 recurring questions:

- Do our social mission projects really make a **difference** in the lives of the people we serve?
- As a result of our efforts, are **we**, as disciples of Jesus Christ, any different?
- Can we do social mission **better**?

We explore these questions through evidence-based research methods which are outcome-oriented. Your social mission Team will discover important data about your projects, both quantitative (numbers) and qualitative (people's experiences). It's all data, but it is actually all stories about people: *Data with a soul*.

2 Major Discoveries

Teams in our pilot project of six congregations described this series as a safe, structured environment which led to the following 2 major discoveries:

1.) Process Outcomes

Deeper communication

- "In my six years here, this is the most honest and open discussion of mission in our congregation that I've seen. It gives me new possibilities." A pastor.

Greater Team- & Self-awareness

- "This inventory of mission projects we compiled made us aware of how extensive our outreach is. No wonder we're tired!" A Team member.
- "I think we really started to 'get it' last night... It does take time to absorb and trust this process. Working with a group of [task-oriented] Marthas [in contrast to Mary in Luke 10:38-42] makes it even more challenging! I love that you recognized that in us, and gave us permission to embrace the process in our next assignment and not worry about the finished product." A Team member.

2.) Insight Outcomes

Significance

- “We provide two buildings for use by non-profit groups serving our town. We charge each \$1/year to make it legal. We directly support their missions which improve the lives of [vulnerable] adults and children. Until this discussion, we never considered their in-kind value. Our support has significant dollar value.”
A Team member.

Identification of a barrier

- “I look at all our many mission projects and the high percentage of our members that volunteer. No wonder it’s hard for each project to find new volunteers!” A Team member.

Awareness of the social mission volunteers

- “As we interviewed people about their motivations to do mission, we realized how different those motivations are [from what we expected].” A pastor.

Thought process

- “As a result of this series, I see mission in a whole new perspective.” A Team leader.

Outcomes after Completing the Series

The series gives Teams a way to increase their capacity to analyze their social mission projects and how they serve God’s people – *the ability to measure their mission*. Decisions based on those analyses are made following completion of the series. Post-series, your Team may decide to...

- end a lesser quality social mission project;
- revitalize, expand, or improve an existing project;
- start a new project or combine several existing ones;
- celebrate and promote an existing project which is working well;
- find a way to go beyond short-term, crisis relief.

What

What are some examples of post-series outcomes?

Improve an existing practice	First Presbyterian Church, Chili, NY
<p>Part of this congregation’s commitment to social mission has been biennial, short-term trips which send a team of adults to assist people residing outside Chili and Western New York. In light of what they learned in this series, Chili First’s leadership realized that the church’s pattern of always going to a new site blocked their ability to build personal relationships with the people who had benefitted one-time, and that a one-time trip did not further the long-term development of the people served. After a very successful mission trip in 2016 to the village of Camasca in the Intibuca region of Honduras, Chili First missional leaders discerned that this congregation had the unique resources to address the serious lack of any eye health care in the Intibuca region. The congregation chose to start a new missional practice – the biennial social mission trip returned to Camasca in March, 2018. Building on the 2016 foundation, their team performed eye-screening services, especially for children, and distributed hundreds of eyeglasses which enabled many people to see clearly for the first time in their lives. Looking ahead: the hope is to return to Camasca with a combined adult and youth mission team.</p>	

End an old & start a new project	First Presbyterian Church, Batavia, NY
<p>The Study Team from Batavia First made unsettling discoveries when they measured their social mission: 37% of their projects benefitted only church members; 30% benefitted non-church members, but involved only fundraising activities and no interaction; only 20% benefitted non-church members through direct contact with volunteers from the congregation or staff. This did not match with their call from God “to be the hands and feet of Jesus Christ.” Missional leaders committed to focus on local needs which had potential for relationships between volunteers and people served. To refocus, Batavia First chose to end a very large, labor-intensive, annual fundraiser. After interviews with local non-profit and human service agencies to assess community needs, the congregation entered into a partnership with the nearby Pre-K and Primary grade public school in which 60% of the children receive free or reduced price lunches. Now, First Batavia members assist the music program, offer 1:1 reading and language arts support in classrooms, conduct teacher appreciation events, help at the book fair... In Advent, the church hosted a public concert featuring the school’s Jingers and Singers; over 250 people, including parents and families, attended. Batavia First’s new mission statement – <i>Transforming Lives by Sharing the Love of God in Our Communities</i> – is coming to life.³</p>	

How

How is “social mission” defined?

Congregations use a variety of terms to refer to their activities, programs, and efforts which serve people in their community, region, state, nation, or world, i.e., people beyond the congregation. There is no standard definition! To illustrate, the following is a brief sample of terms used by congregations throughout the Presbytery of Genesee Valley to refer to their teams and committees which address the same basic types of human needs and social conditions:

Adult Education & Mission	Justice Ministries	Outreach
Care of Church Families & Mission	Local Mission	Outreach & Concern
Community Outreach	Mission	Outreach Ministry
Global Mission	Mission & Peacemaking	Peace & Justice
International Mission	Missions	

We use “social mission” generically to refer to the dedicated work of volunteers who serve in the name of Jesus Christ. Because our focus is **YOUR CONGREGATION**, you as a **TEAM** will identify what constitutes **YOUR CONGREGATION’S “SOCIAL MISSION” PROJECTS**. Start here with yourself.



What is my personal definition of “social mission”?

As we work with your definition, our interest is the **OUTCOMES** of your projects:

- How do individuals, families, groups, or communities benefit from what you do?
- What is the result of your advocacy on social issues?

To learn how social mission projects function, we will measure social mission behaviors and experiences by relying on a **5-Step Missional Continuum: Charity to Development:**

Charity	Relationship Charity	Bonding Development	Bridging Development	Community Development
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In each Step, “social mission” occurs. Because this is an Orientation, we only highlight the Steps’ role and importance; they are described more fully beginning in Workshop 1.

**Sample Covenant between the Session of Local Presbyterian Church
and the Tools and Training Team representatives, Presbytery of Genesee Valley,
for a Missional Culture Project Study**

Introduction

Through the Tools and Training Team of the Healthier Congregations Working Group, Presbytery of Genesee Valley, Revs. James Evinger and Roderic Frohman developed a 200+ page missional assessment workbook and 8-part workshop series for congregations entitled, *Activating Our Missional Congregation*. These were successfully tested in, and amended by, six congregations in the Presbytery, 2015-2018.

Commitment

We, the undersigned representatives of the Session and staff of Local Presbyterian Church, covenant to commission a Study Team to complete the workshop series facilitated by T & T representatives Jim Evinger and Rod Frohman over the next 12 months, and to apply these missional tools to the social mission projects of our congregation. The series is held concurrently with Study Teams from several churches in our Presbytery.

Commitment to Workshops and Research

- A. We anticipate that workbook reading and on-site workshop participation requires 40 hours.
- B. To measure our ecology of mission, our Study Team will commit 20-25 hours to research 5 areas of social mission in our congregation: Identity, Vitality, Process, Motivation, and Context. Further, the Team will examine how our congregation's social mission programs can be placed on a continuum of Charity to Development.
- C. We expect Our Team's research to engage members of our congregation, be conducted openly, be educational, and involve our members to assist the process.
- D. Our Study Team will regularly report to our Session and our congregation.

Outcomes

- A. The series gives our Team a way to increase our capacity to analyze our social mission projects and how we serve God's people – our ability to measure our mission. Decisions based on our analyses will be made following completion of the series. Post-series, we may decide to: 1.) end a lesser quality social mission project; 2.) revitalize, expand, or improve an existing project; 3.) start a new project or combine several existing ones; 4.) celebrate and promote an existing project which is working well; 5.) find a way to go beyond short-term, crisis relief.
- B. Given a specific plan of action to implement #2, #3, or #5 above, the Presbytery will grant our congregation \$500. toward our project upon completion of the 8 Workshops.

By our signatures, we covenant to this consultation process with the Tools and Training Team.

Names and Date



Roderic P. Frohman

Rod, a fourth generation pastor, is a graduate of the University of California at Berkeley (1967) with a degree in American Intellectual History. He is graduated from Princeton Theological Seminary with a Master of Divinity Degree (1971) and a Doctor of Ministry Degree (1983). His thesis project was titled, "Pastoral Hospitality With Worship Visitors in a Multi-Racial Setting."

Following seminary, Rod served as a pastor, then a community organizer with an Alinsky-affiliated organization in Philadelphia. In 1977 Rod became the Senior Pastor of First Presbyterian Church of Gary, Indiana, until 1984 when he became the Senior Pastor of Grace-Trinity Community Church in Minneapolis, a Presbyterian and American Baptist congregation. Rod joined the staff of Third Presbyterian Church in Rochester, New York, in 1998 as Associate Pastor for Church in Society. He retired in 2012.

He is the co-founder and 2018 Board Chair of the Rochester Area Interfaith Hospitality Network. Rod's hobbies are baseball and genealogy. Marcia, his wife, recently retired as Associate Manager of One World Goods. Rod and Marcia have two adult daughters and two grandchildren.



James S. Evinger

Jim, a fifth generation Presbyterian, graduated from the University of Nebraska (1970) and Princeton Theological Seminary (1974). He received a Merrill Fellowship for post-graduate study at Harvard Divinity School in 1979.

Jim served as assistant pastor at Glading Memorial Presbyterian Church in Philadelphia, and completed a clinical residency for chaplains at Philadelphia State Hospital. He worked four years as a chaplain at Western Developmental Center outside Pittsburgh. From 1983-1990, he was pastor of Lakeside Presbyterian Church in Rochester, New York. From 1990-2012, he worked at the University of Rochester Medical Center where he held clinical faculty appointments in the School of Nursing and School of Medicine and Dentistry, and was part of federally-funded research teams. He also served 13 years as a half-time chaplain at New York State's Monroe Developmental Center in Rochester. He retired in 2014.

Jim and Ann, a retired public school teacher of English as a Second Language, have an adult daughter and son, two lively granddaughters, and a new grandson.



Discovering Our Community: My Personal Map ⁴

Goal: Develop awareness of your community through “missional eyes.” You’ll use this map to see how it intersects with your congregation’s “missional footprint.”

Task: Create a personal map of your routine patterns of travel, work, leisure, service, visitations, and consumption.

Target: Be prepared to share in Workshop # 1.

1. This is a 1-hour assignment.
2. Obtain a good-sized map (i.e., a scale which shows detail) of your local community (village/town/suburb/city/county). Obtain a notebook or journal. (You’ll use both in future Workshops.)
3. On the map, mark the following locations with labels or symbols:
 - a. Where you live.
 - b. Where you and members of your household work. (If you’re not working, identify where you spend most of your time during the day.)
 - c. If you have children at home, where they attend school.
 - d. If they are close by, where your parents, siblings, and adult children live. (If family members are deceased and interred close to you, where this site is.)
 - e. Where your 2 closest friends in the area live.
 - f. Where you shop for groceries and food (e.g., store, public market).
 - g. Where you purchase your clothing.
 - h. Site of your church.
 - i. Sites of your frequent leisure and recreational activities, e.g., club, voluntary organization, gym, athletic event, music/arts/theater, park, etc.
 - j. Any other location which is part of your routine activities or living patterns.
4. Using a pastel colored highlighter (magic marker), trace the route from your home to each location.
5. Study the sites, routes, distances, linkages, and connections. What do these tell you? What patterns are revealed? In your notebook, record your observations and insights.
6. Bring your map and notebook to [Workshop 1](#). Be prepared to share your observations and insights.



Inventory of Our Social Mission Projects: Project Data 1-6

Goal: Create a baseline, a point in time, against which future measures of our social mission projects may be compared.

Task: Gather administrative data about each of our social mission project and complete a form for each project.

Target: Present our results in Workshop # 2.

1. Time for this exercise depends on the availability of information, and the ability of our Team to transfer it to the projects' **Worksheets**.
2. Begin with the list of our social mission projects which was compiled previously. You are refining that list.
3. On the next page is a form, **Worksheet: Inventory of Our Social Mission Projects**. Assign one person to make a copy for each project – 1 **Worksheet** per project. Include only projects conducted at least once in the last fiscal year. "Fiscal year" is a period with 12 full months of data, including financial. It is important to align projects with the fiscal year. If your year is January through December, your project list follows this period. If July to June, use that period.
4. Meet as a Study Team and decide how you will gather the information. (E.g., if there are 16 projects and 4 people on your Team, each could complete 4 project **Worksheets**.) Assign the project to the member who knows it best.
5. Include the whole range of projects, including ones in which: volunteers interacted with people who were directly served by the project; only financial support was given and no volunteers interacted with people served; in-kind services were provided – e.g., use of space on the church premises for free to a group, or leasing space to a non-profit agency for \$1/year.
6. Appoint a person to receive all original **Worksheets**. Make a set for Jim and Rod to receive in Workshop # 2. Keep the originals for our Team.
7. Appoint a person to compile an updated, typed, alphabetical list of the project names and email a copy to each member of your Study Team plus Rod: cityRevRochester@gmail.com
8. Appoint a person to bring a copy of our new project list to Workshop # 2 for each participant and our facilitators. We'll use this list throughout the Workshops! (Yes, this is duplication. Better to have too many than too few.)

– continues on next page –

WORKSHEET: INVENTORY OF OUR SOCIAL MISSION PROJECTS

Name of Project _____ Project Data 1-6

1a. Was the project conducted at least 1-time in the last 12 months?	Yes or No
1b. What is the goal of the project? Who are the people who benefit directly (i.e. not your volunteers)? What social need or condition is addressed? (e.g., hunger, poverty, families who are homeless, immigrants, caring for the earth...) Describe in 1 sentence:	
2a. Is the outcome of this project short-term, crisis relief?	Yes or No
2b. Is the outcome that of long-term development or transformation?	Yes or No
2c. Does the project involve advocacy to change policy or law?	Yes or No
3. Does the project involve <u>direct</u> contact between your volunteers and the people who are served by the project? (E.g., if this is a Habitat for Humanity build, and you didn't interact directly with the family who will live there, the answer is "No.")	Yes or No
If Yes, describe the interaction:	
4a. Who initiated this project? (e.g., an individual, a group, the Session, the pastor, someone outside the congregation...) Name:	
4b. Is this project supervised? (i.e., is it accountable to a committee or a unit like the Session)	Yes or No
4c. If it is supervised, which committee or unit (e.g., Session) supervises the project? Name:	
5a. Was the project conducted 1 time or on 1 day in the past 12 months?	Yes or No
5b. Was the project conducted 2-12 days in the past 12 months?	Yes or No
5c. Was the project conducted more than 12 days in the past 12 months?	Yes or No
6a. Was the project conducted on the church's property?	Yes or No
6b. Was the project conducted beyond the church's property? (e.g., at an agency, out of state... some projects are conducted at multiple sites)	Yes or No



Inventory of Social Mission Projects – Resources

Goal: Apply ways to measure your congregation's social mission and create a resource your Study Team will continue to use.

Task: Gather copies of the congregation's most recent annual report and compile a list of the congregation's social mission projects.

Target: Distribute these at the Orientation.

Annual Report

1. Please bring 1 copy of the most recent written annual report for each person on your congregation's Study Team, plus one copy each for Rod and Jim. If you have it electronically, please send it to Rod at: cityRevRochester@gmail.com

Alphabetical List of Social Mission Projects

2. Please compile a typed alphabetical list of the names of all of your congregation's social mission projects. Include those which were conducted at least once during the last full fiscal year of the church. Bring 1 copy to the Orientation for each person on your Study Team, plus Jim and Rod.
3. It is important to match your congregation's 12 month fiscal year with each project. If your fiscal year is January through December, then your project list should follow that period. If your fiscal year is another 12 months, e.g., July to June, then your project list should match that period. "last year" = "fiscal year" = "full data, including finances." Correlating fiscal year with social mission data to be gathered is crucial.
4. Include the whole range of projects, including projects in which:
 - a. Volunteers from the congregation interacted with the people directly served, and projects in which volunteers didn't (e.g., a Habitat-type build);
 - b. The church provided financial support or other kinds of material donations and your volunteers did not interact with those who were served;
 - c. In-kind services were provided – this is a project supported by providing a service that had real dollar value to the group, e.g., providing use of space on the church premises for free to a group, or leasing space to a non-profit agency for \$1/year.

Orientation – References

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- ² Stokes, Allison, & Roozen, David A. (1991). "The Unfolding Story of Congregational Studies." Chapter 11 in Dudley, Carl S., Carroll, Jackson W., & Wind, James P. (Eds.). *Carriers of Faith: Lessons from Congregational Studies*. Louisville, KY: Westminster/John Knox Press, p. 188.
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