



# The Presbyterian Panel

*Listening to Presbyterians*



**REPORT**

## Congregational Leadership The November 2010 Survey

### Table of Contents

<b>OVERVIEW .....</b>	<b>i</b>
<b>HIGHLIGHTS.....</b>	<b>iii</b>
<b>LEADERSHIP ARRANGEMENTS.....</b>	<b>1</b>
Congregational Leadership Arrangements .....	1
Pastoral Leadership in PC(USA) Congregations.....	1
<b>LANGUAGE USE .....</b>	<b>2</b>
Use of Languages Other Than English.....	2
Opinions About Language Skills.....	2
Pastors' Theological Orientation and Use of Biblical Languages .....	2
<b>LEADERSHIP ISSUES .....</b>	<b>3</b>
The Future of Full-Time, Installed Pastors in Congregations .....	3
Options for Pastoral Leadership .....	3
Mandatory Retirement Age? .....	3
Pastoral Transitions .....	4
Possible Reasons Why Churches Lack Pastors .....	4
<b>ACTIVITIES OF ELDERS .....</b>	<b>5</b>
Importance of Specific Activities of Elders.....	5
<b>ACTIVITIES AND SKILLS OF PASTORS.....</b>	<b>6</b>
Importance of Specific Activities of Pastors .....	6
Theological Orientation and Perceived Importance of Specific Activities of Church Officers .....	7
Importance of Different Skills and Characteristics for Pastors .....	8
<b>SURVEY QUESTIONS AND RESPONSES .....</b>	<b>A-1</b>



**RESEARCH SERVICES**  
**A Ministry of the General Assembly Mission Council**  
 Presbyterian Church (U.S.A.)  
 100 Witherspoon Street  
 Louisville, KY 40202

### **What is the Presbyterian Panel?**

The Presbyterian Panel consists of three nationally representative samples of groups affiliated with the Presbyterian Church (U.S.A.): elders (lay leaders) currently serving on session, other members, and ministers of the Word and Sacrament. (The session is the governing body in a Presbyterian congregation.) For analysis, ministers are split into two groups based on current call: *pastors*, serving congregations, and *specialized clergy*, serving elsewhere. New samples are drawn every three years. Panel surveys are conducted quarterly, primarily by mail but with an online completion option.

For more information on methods used to draw the samples, see the technical appendix in the *Religious and Demographic Profile of Presbyterians, 2008: Findings from the Initial Survey of the 2009-2011 Presbyterian Panel* (see next page for web availability and ordering information).

The Panel is maintained and directed by the office of Research Services of the Presbyterian Church (U.S.A.). The first Panel was created in 1973 to provide a means for informing leaders of the opinions and activities of the rank and file across the church. Survey topics and questions are usually developed at the request of, and in consultation with, staff or elected members of national church entities. However, ultimate decisions on content and the disposition of Panel data are those of Research Services. Standards developed by the American Association of Public Opinion Research guide Panel surveys.

### **Current Survey**

The current survey is the ninth completed by the 2009-2011 Panel. Questionnaires were distributed on November 29, 2010. Most panelists received their copy by U.S. mail, but a subset (n = 899, or 32%) that had signed up for the service was notified via email. Non-respondents were sent a postcard reminder on January 4, 2011. Panelists who had received email notification about the survey but had not yet responded also received two email reminders, on December 7, 2010, and January 12, 2011. Returns were accepted through February 10, 2011. Response rates for this survey are: members, 47%; elders, 50%; ministers, 58%. All panelists had the option of completing the survey on the web, and 36% of responding members, 43% of responding elders, 55% of responding pastors, and 49% of responding specialized clergy did so.

### **Sponsor and Topic**

This survey was sponsored by the Office of the General Assembly and by the Office of Vocation, which is a joint ministry of the Office of the General Assembly and the General Assembly Mission Council. Leaders of these offices and other PC(USA) national agencies have been engaged in discussions about the future of leadership in PC(USA) congregations. These leaders wanted to find out about the leadership practices of congregations, what responsibilities Presbyterians view as most important for congregational leaders, and what Presbyterians believe about key leadership issues faced by the denomination, including the increasing number of congregations without installed pastors.

### **This Report**

The first half of this report uses text and graphics to summarize and explicate findings. A full list of survey questions and responses follows with tables that display the percentage distribution of responses to every question for each of the four Panel groups. Results are subject to sampling and other errors. In general, differences of less than 8% are not statistically meaningful.

Some analyses in this report, including those using theological orientation (Figures 8 and 9, p. 7) rely on responses of panelists to the initial questionnaire they completed in the fall of 2008. For more information on this earlier survey and responses of panelists to these questions, see the *Religious and Demographic Profile of Presbyterians, 2008* (see next page for web availability and ordering information).

## OVERVIEW

### **Suggested Citation**

Research Services, Presbyterian Church (U.S.A.). *Congregational Leadership: The Report of the November 2010 Presbyterian Panel Survey*. Louisville, 2012.

### **Author Note**

Perry Chang, Panel administrator, developed the questionnaire and wrote this report. He was assisted by the other staff members of the office of Research Services.

### **Staff of Research Services**

Jack Marcum, Coordinator; Deborah Bruce; Perry Chang; Katherine Duncan; Joelle Kopacz; Rebecca Moody; Christy Riggs; Ida Smith-Williams.

### **Additional Copies**

Additional copies of this *Report* may be purchased for \$10 from Presbyterian Distribution Services (PDS)—call 800-524-2612 and request item #02056-10309. This *Report* is also available on the web for free download in Adobe Acrobat format; go to [www.pcusa.org/research/panel/](http://www.pcusa.org/research/panel/) and click on the appropriate link. Copies of a four-page *Summary* of results are available for \$2 each directly from Research Services, or for free download from the same website. Call for information on quantity discounts on printed copies of either this *Report* or its *Summary* (800-728-7228, ext. 2040).

### **Profile Report**

The *Religious and Demographic Profile of Presbyterians, 2008* is available for free download in Adobe Acrobat format on the web ([www.pcusa.org/media/uploads/research/pdfs/fall08panel.pdf](http://www.pcusa.org/media/uploads/research/pdfs/fall08panel.pdf)) or may be purchased for \$10 from PDS—call 800-524-2612 and request item #02056-10309.

### **Panel on the Web**

*Summaries* and *Reports* of Panel surveys since 1993 and a listing of all surveys since the first Panel was created in 1973 are available at the Presbyterian Church (U.S.A.) website: [www.pcusa.org/research/panel](http://www.pcusa.org/research/panel).

### **Note on Terminology**

On July 10, 2011, the part of the church's constitution dealing with governance was replaced with a new version that changed some common church terms. In particular, "ministers of the Word and Sacrament" are now known as "teaching elders," and the former "elders" are now known as "ruling elders." In this report, we continue to use the older terms because they were in effect at the time the survey was completed by the Panel.

### **Interested in Learning More About Your Congregation or Presbytery?**

- ✓ *10-Year Trend Report for Congregations*—available for free: [www.pcusa.org/tenyeartrends](http://www.pcusa.org/tenyeartrends).
- ✓ *10-Year Trend Report for Presbyteries*—available for free: [www.pcusa.org/tenyeartrends](http://www.pcusa.org/tenyeartrends).
- ✓ Research Services can help you conduct a congregational survey to learn more about your worshipers and identify your congregation's strengths. Call 800-728-7228, ext. 2040, and ask about the *U.S. Congregational Life Survey* or visit: [www.USCongregations.org](http://www.USCongregations.org).

## HIGHLIGHTS

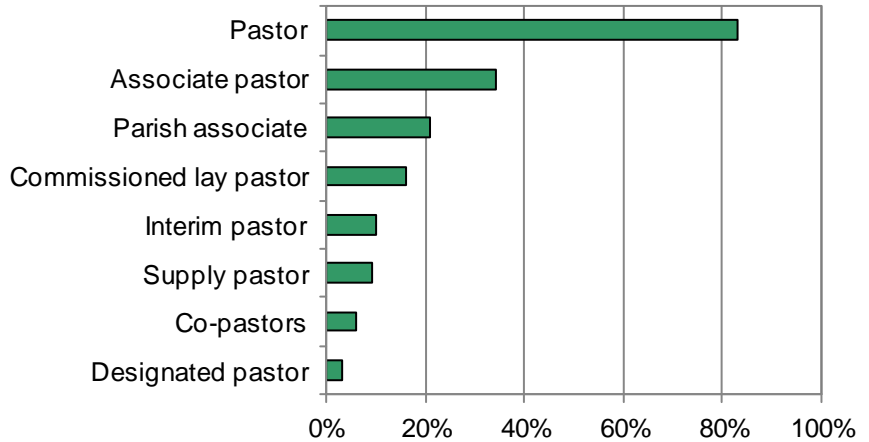
- ✓ About five in six elders report that a pastor serves their congregation. One-third of elders report that an associate pastor also serves their congregation, one in five that a parish associate serves their congregation, and one in six that a commissioned lay pastor serves their congregation (p. 1).
- ✓ About half of pastors used Greek and Hebrew in their ministry at least once every two months during the past 12 months (p. 2).
- ✓ Two in five or more ministers—but only about one-third of members and elders—*strongly agree* or *agree* that it is important for pastors of PC(USA) congregations to be able to read Hebrew and Greek (p. 2).
- ✓ Almost all panelists in each group *strongly agree* or *agree* that, in the future, fewer PC(USA) congregations will be able to afford a full-time, installed pastor (p. 3).
- ✓ Large majorities of members and elders—but only minorities of ministers—*strongly agree* or *agree* that it is important for every PC(USA) congregation to have a full-time, installed pastor (p. 3).
- ✓ Large majorities in each group *strongly agree* or *agree* that it is good that PC(USA) congregations have the option of calling as a pastoral leader a temporary pastor (instead of an installed pastor), a person who is also employed in work outside of pastoring a congregation (a tentmaker or bi-vocational pastor), or a commissioned lay pastor (instead of a minister of the Word and Sacrament) (p. 3).
- ✓ Only one in five members and elders and one-third of ministers *strongly agree* or *agree* that pastors of PC(USA) congregations should be required to retire by the time they reach age 70 (p. 3).
- ✓ Four in five panelists in each group *strongly agree* or *agree* that it takes too long for congregations to call a new installed pastor (p. 4).
- ✓ Large majorities of panelists in each group believe that congregations' inability to pay salary and benefits for an installed pastor accounts *a great deal* or *quite a bit* for why some congregations have a commissioned lay pastor, supply pastor, informal pastoral leader, or no pastoral leader at all instead of having an installed pastor (p. 4).
- ✓ More members and elders than ministers see a shortage of new seminary graduates as a cause of the absence of installed pastors at some congregations, while more ministers than members and elders see poor local job markets for ministers' spouses as a reason why some congregations lack installed pastors. Fewer than half in any group, however, view one or the other of these as a cause (p. 4).
- ✓ More than seven in ten panelists in each group believe it is *essential* for elders serving on session to be willing and able to participate in session meetings, inform the pastor and session colleagues of persons and ministries that need special attention, and live in obedience to the Bible (p. 5).
- ✓ More than nine in ten panelists in each group believe it is *essential* for pastors to pray with and for the congregation, administer the sacrament of the Lord's Supper, administer the sacrament of Baptism, preach and teach the Bible, and encourage people in service to and worship of God (p. 6).
- ✓ More of the theologically *very conservative* or *conservative* panelists in each group than of the theologically *moderate* panelists, and more of the theologically *moderate* than of the theologically *very liberal* or *liberal* panelists, believe living a Christian life and sharing the gospel with unchurched people are *essential* activities of elders and pastors (p. 7).
- ✓ At least four in five panelists in each group believe it is *essential* for pastors of PC(USA) congregations to be emotionally healthy and competent, to demonstrate active listening skills, and to have a personal spiritual life that is genuine and heart-felt (p. 8).

# LEADERSHIP ARRANGEMENTS

## Congregational Leadership Arrangements

- ✓ About five in six elders (83%) report that a pastor serves their congregation (see Figure 1).
- ✓ No more than one-third of elders report that other kinds of pastoral leaders serve their congregation (see Figure 1 also):
  - Associate pastor (34%).
  - Parish associate (21%).
  - Commissioned lay pastor (CLP) (16%).
  - Interim pastor (10%).
  - Supply pastor (9%).
  - Co-pastors (6%).
  - Designated pastor (3%).
- ✓ Just 6% of elders report that no pastor or other pastoral leader serves their congregation.

**Figure 1. Elders Who Report Each Type of Pastoral Leader Serving Their Congregation**



Note: Some elders apparently checked more than one option for the same individual: for example, “pastor” and “supply pastor.” Hence, the results for “pastor” should not be interpreted as installed pastors only.

### Pastoral Leadership in PC(USA) Congregations

Among the different types of people who lead Presbyterian Church (U.S.A.) congregations are:

- **Installed pastors** (including **pastors**, **co-pastors**, and **associate pastors**). Installed pastors of Presbyterian Church (U.S.A.) congregations must be ministers of the Word and Sacrament. Ministers of the Word and Sacrament have ordinarily earned a master’s degree in divinity (M.Div.), passed five ordination exams, and demonstrated skill in reading two scriptural languages, Hebrew and Greek, among other qualifications. Congregations that have installed pastors must include those pastors in the pension and benefits system of the PC(USA) and pay Board of Pensions dues for them.
- **Commissioned lay pastors**. Commissioned lay pastors are elders whom presbyteries have deemed qualified to serve in pastoral roles, but who are not ministers of the Word and Sacrament. Presbyteries set educational standards for commissioned lay pastors. These standards may include participation in seminars or courses provided by the presbytery, a seminary, or a college.
- **Temporary pastors, organizing pastors, interim pastors, and supply pastors**. These are ministers of the Word and Sacrament who serve congregations on a short-term basis.
- **Designated pastors**. These are ministers of the Word and Sacrament who are called for fixed terms ranging between two and four years.

In some congregations, ministers who are serving as installed pastors or commissioned lay pastors serving the congregation also do other paid work elsewhere. These pastors are known as tentmakers or bi-vocational pastors.

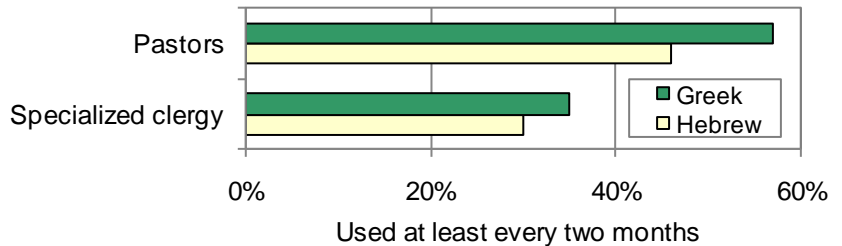
In other congregations, a member or elder serves as an informal pastoral leader. In still other congregations, there is no pastoral leader.

# LANGUAGE USE

## Use of Languages Other Than English

- ✓ During the prior 12 months, about half of pastors used Greek (57%) and Hebrew (46%) in their ministry at least once every two months.
- ✓ About one-third of specialized clergy used Greek (35%) and Hebrew (30%) at least once every two months during the same 12-month period (see Figure 2).
- ✓ About one in ten ministers (pastors, 10%; specialized clergy, 12%) used Spanish at least once every two months during the past 12 months. Only 2% of each used Korean that often.
- ✓ During the same period, few members or elders used Hebrew, Greek, Spanish, or Korean in church work.

**Figure 2. Ministers' Use of Biblical Languages During the Past 12 Months**



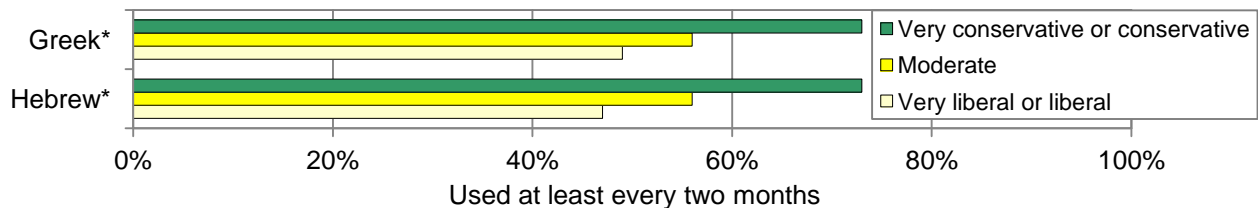
## Opinions About Language Skills<sup>1</sup>

- ✓ Small majorities of ministers who give an opinion—but only about one-third of members and elders who do so—*strongly agree* or *agree* that it is important for pastors of PC(USA) congregations to be able to read two biblical languages:
  - Hebrew (members, 37%; elders, 38%; pastors, 53%; specialized clergy, 59%).
  - Greek (31%; 32%; 56%; 61%).
- ✓ One-quarter of members (26%), elders (25%), and pastors (24%) and one-third of specialized clergy (36%) with an opinion *strongly agree* or *agree* that it is important for pastors to be fluent in a modern language other than English.

### Pastors' Theological Orientation and Use of Biblical Languages

More of the theologically *very conservative* or *conservative* pastors than of the *moderate*, *liberal*, or *very liberal* pastors have used Greek or Hebrew at least once every two months during the past year.

**Figure 3. Pastors' Use of Greek and Hebrew in the Past Year, by Theological Orientation**



\* Statistically significant difference ( $p < .001$ )

Many theological conservatives stress Biblical authority, and they may see establishing exactly what a given Biblical passage says as essential. This may explain why conservative pastors spend the time to read the Bible in one of the original languages and, thus, account for their more frequent use of Greek and Hebrew.

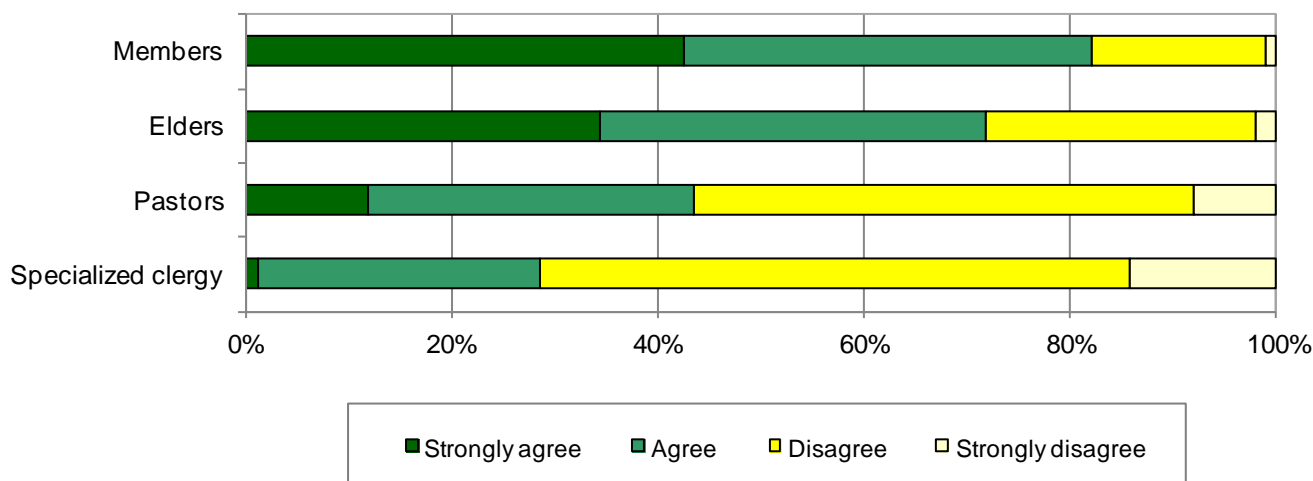
<sup>1</sup> Percentages reported in this section exclude panelists who are *neutral* or *not sure*. One-third of members and elders—but fewer than one-quarter of ministers—are *neutral* or *not sure* about how important knowing Greek or Hebrew is. Two in five members, one-third of elders, and about three in ten ministers are *neutral* or *not sure* about how important knowing a modern language other than English is.

## LEADERSHIP ISSUES

### ***The Future of Full-Time, Installed Pastors in Congregations<sup>2</sup>***

- ✓ Almost all panelists in each group who have an opinion *strongly agree* or *agree* that, in the future, fewer PC(USA) congregations will be able to afford a full-time, installed pastor (members, 92%; elders, 92%; pastors, 97%; specialized clergy, 95%).
- ✓ Of those with an opinion, large majorities of members (83%) and elders (72%)—but only minorities of ministers (pastors, 43%; specialized clergy, 36%)—*strongly agree* or *agree* that it is important for every PC(USA) congregation to have a full-time, installed pastor. (Figure 4 provides additional information.)

**Figure 4. Opinion About the Importance of PC(USA) Congregations Having a Full-Time, Installed Pastor**



Statement: It is important for every PC(USA) congregation to have a full-time, installed pastor.

### ***Options for Pastoral Leadership<sup>2</sup>***

- ✓ Of those who express an opinion about each option, large majorities in each group *strongly agree* or *agree* that it is good that PC(USA) congregations have the option of calling as a pastoral leader:
  - A temporary pastor, instead of an installed pastor (members, 96%; elders, 94%; pastors, 91%; specialized clergy, 94%).
  - A person who is also employed in work outside of pastoring a congregation (a tentmaker or a bi-vocational pastor) (77%; 82%; 95%; 95%).
  - A commissioned lay pastor, instead of a minister of the Word and Sacrament (72%; 82%; 84%; 72%).

### ***Mandatory Retirement Age?<sup>2</sup>***

- ✓ Only one in five members (21%) and elders (21%) and one-third of ministers (pastors, 36%; specialized clergy, 34%) who state an opinion *strongly agree* or *agree* that pastors of PC(USA) congregations should be required to retire by the time they reach age 70.
- ✓ Support for a mandatory retirement age of 70 for pastors is similar among members, elders, pastors, and specialized clergy in different age groups.

<sup>2</sup> Percentages reported here exclude panelists who are *neutral* or *not sure*. *Neutral* or *not sure* responses vary from question to question and from sample to sample and approach 40% in some cases. See the appendix for the exact percentages on each question. More members and elders than ministers are *neutral* or *not sure* in their assessments. This suggests that ministers are better informed about many congregational leadership issues than members and elders are.

## LEADERSHIP ISSUES

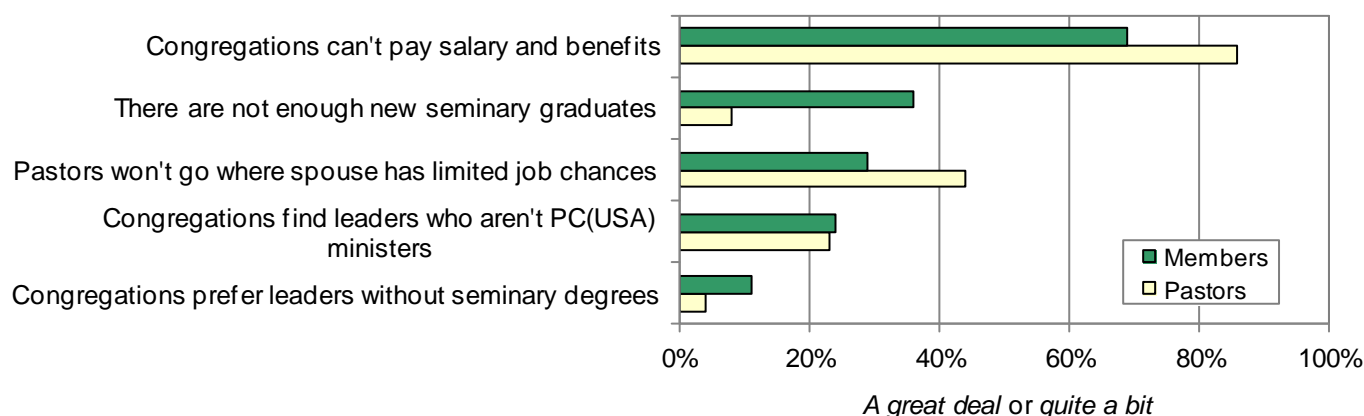
### **Pastoral Transitions<sup>2</sup>**

- ✓ Four in five panelists in each group with an opinion (members, 79%; elders, 80%; pastors, 80%; specialized clergy, 82%) *strongly agree or agree* that it takes too long for congregations to call a new installed pastor.
- ✓ Nine in ten members who report that their congregation is not served by a pastor or co-pastor (92%)—but only three-quarters of other members (73%)—*strongly agree or agree* that the time it takes to call a new installed pastor is too long (a statistically significant difference). There is no comparable difference among elders or specialized clergy.
- ✓ Majorities of panelists in each group *strongly agree or agree* that having presbytery leaders present a pastor-seeking congregation with two or three choices (now used only in the designated pastor call process) would:
  - Be a good option for churches (members, 88%; elders, 84%; pastors, 64%; specialized clergy, 75%).
  - Speed up pastoral transitions (84%; 83%; 75%; 84%).

### **Possible Reasons Why Churches Lack Pastors<sup>3</sup>**

- ✓ Panelists were asked to evaluate five possible reasons why, instead of having a minister of the Word and Sacrament serve as an installed pastor, some congregations have a commissioned lay pastor, supply pastor, informal pastoral leader, or no pastoral leader at all. Large majorities in each group (but more ministers than members and elders) believe that congregations' inability to pay salary and benefits for an installed pastor accounts *a great deal or quite a bit* for this phenomenon (members, 70%; elders, 69%; pastors, 86%; specialized clergy, 83%) (see Figure 5).

**Figure 5. Reasons Why Some Congregations Have a Commissioned Lay Pastor, Supply Pastor, Informal Pastoral Leader, or No Pastoral Leader Instead of an Installed Pastor**



- ✓ More members and elders than ministers see a shortage of new seminary graduates as a cause of the lack of installed pastors at some congregations. More than one-third of members (36%) and elders (35%)—but very few ministers (pastors, 8%; specialized clergy, 7%)—identify this as contributing *a great deal or quite a bit*.<sup>4</sup>
- ✓ On the other hand, more ministers than members and elders see poor local job markets for ministers' spouses as a reason why some congregations lack installed pastors. More than two in five ministers (pastors, 45%; specialized clergy, 41%)—but only three in ten members (30%) and elders (29%)—view married ministers who are unwilling to accept calls in areas with limited job opportunities for their spouse as *a great deal or quite a bit* of a reason why congregations lack installed pastors.

<sup>2</sup> Percentages reported here exclude panelists who are *neutral or not sure*.

<sup>3</sup> Percentages reported here exclude panelists who are *not sure*. More members and elders than ministers are *not sure* in their assessments.

<sup>4</sup> According to the PC(USA) Office of Vocation, in 2010 there were 1,558 ministers and candidates interested in serving as pastor of a congregation and 603 congregations interested in calling someone to a pastoral position.

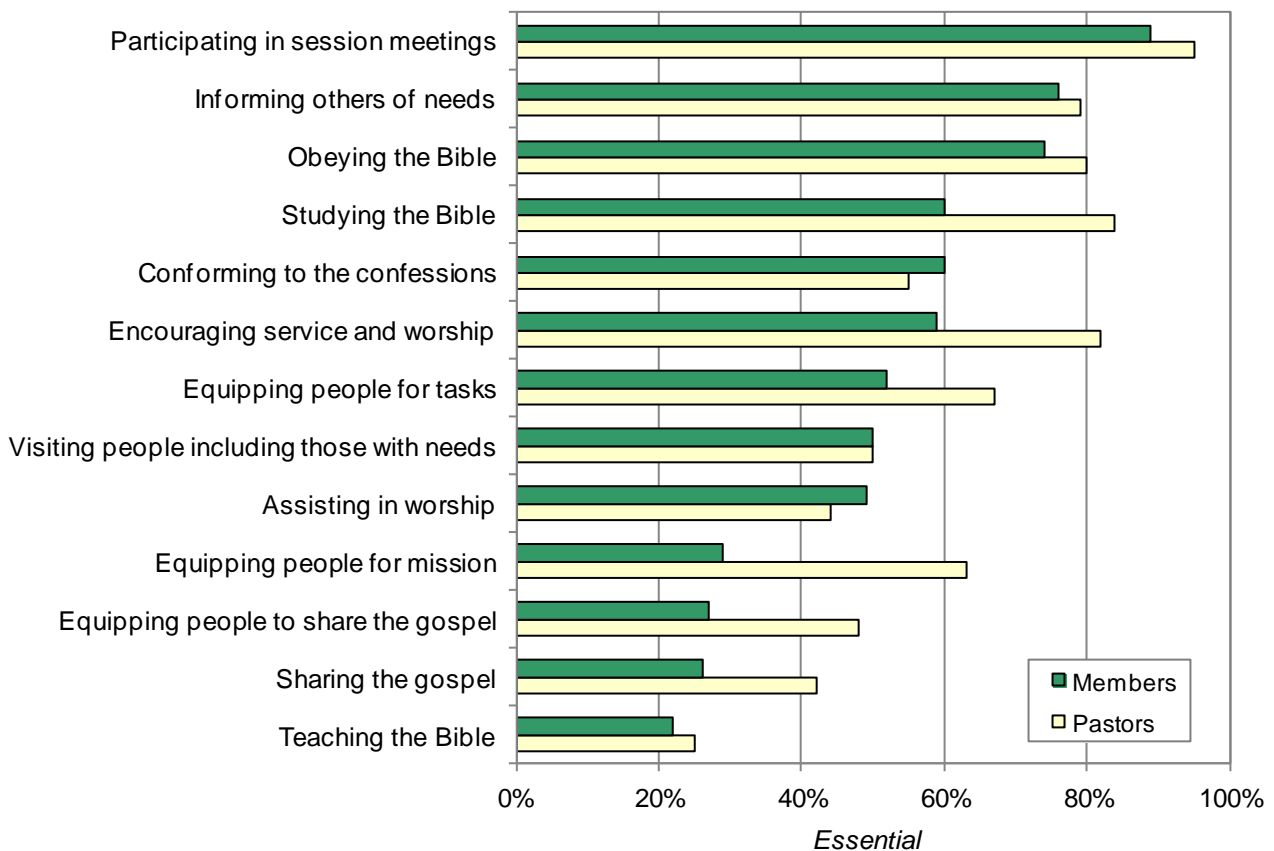


## ACTIVITIES OF ELDERS

### *Importance of Specific Activities of Elders*

- ✓ Of 13 listed activities in which elders serving on session might engage, three are identified as *essential* by more than seven in ten panelists in each group (see Figure 6):
  - Participating in session meetings (members, 89%; elders, 91%; pastors, 95%; specialized clergy, 90%).
  - Informing the pastor and session colleagues of persons and ministries that need special attention (76%; 75%; 79%; 77%).
  - Living in obedience to the Bible (74%; 78%; 80%; 72%).

**Figure 6. Activities that Some Panelists Believe Are *Essential* for Elders to Carry Out**



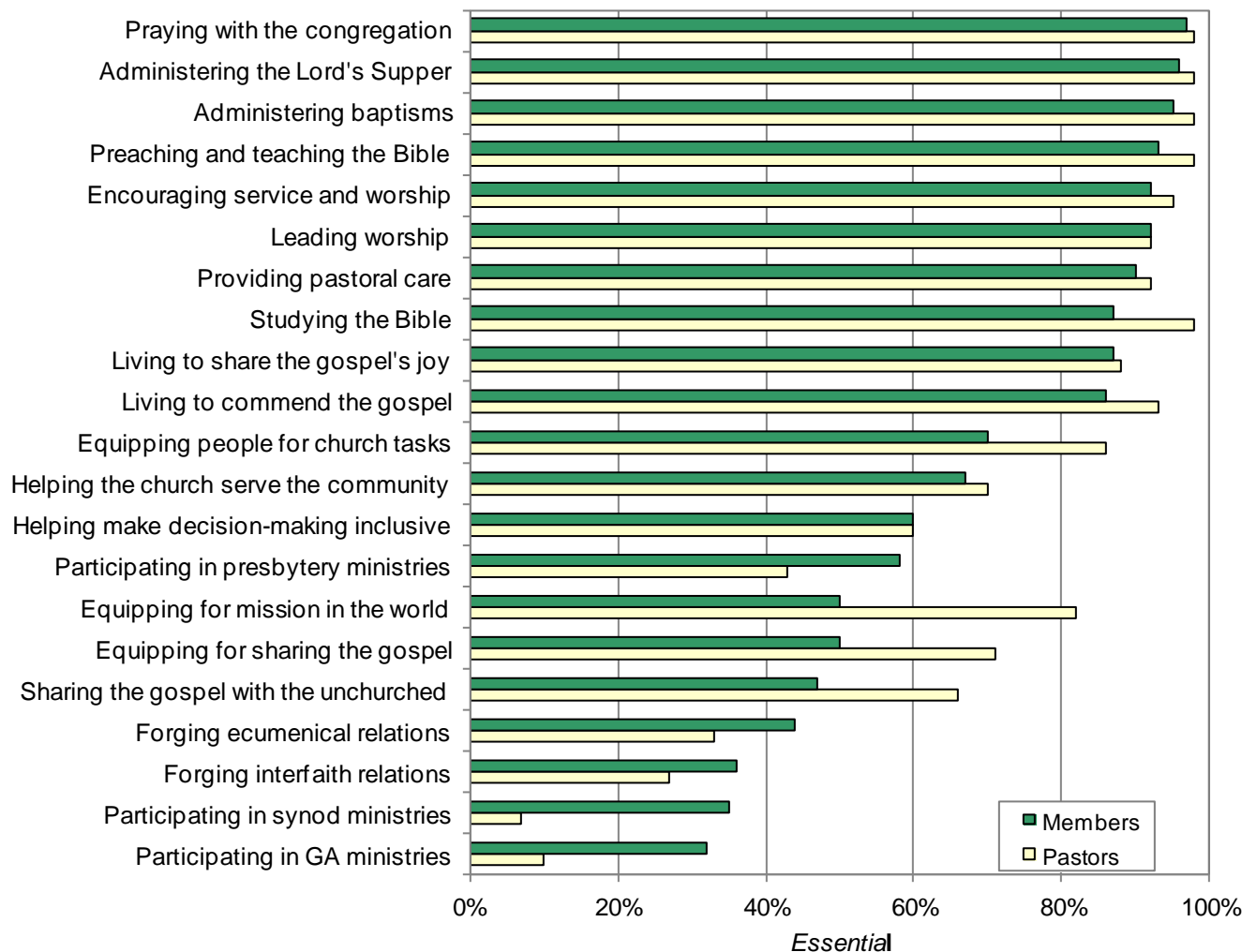
- ✓ Another activity that majorities of panelists in each group agree is *essential* for elders serving on session to carry out is living in conformity with the confessional standards of the church (members, 60%; elders, 65%; pastors, 55%; specialized clergy, 51%).
- ✓ There are three other activities that majorities of panelists in each group believe are *essential* for elders on session to carry out. More ministers than members and elders, however, believe each is *essential*:
  - Studying the Bible (members, 60%; elders, 68%; pastors, 84%; specialized clergy, 77%).
  - Encouraging people in service to and worship of God (59%; 70%; 82%; 83%).
  - Equipping and renewing people for tasks within the church (52%; 60%; 67%; 69%).
- ✓ Three other activities draw more support from ministers than from members and elders. At least two in five ministers believe these activities are *essential* for elders on session to carry out, while fewer members and elders do so:
  - Equipping and renewing people for mission in the world (members, 29%; elders, 39%; pastors, 63%; specialized clergy, 59%).
  - Equipping others to share the gospel with unchurched people (27%; 40%; 48%; 52%).
  - Sharing the gospel with unchurched people (26%; 37%; 42%; 43%).

## ACTIVITIES AND SKILLS OF PASTORS

### Importance of Specific Activities of Pastors

- ✓ There is a strong consensus among panelists in all groups on the importance of many of 21 possible activities of pastors of PC(USA) congregations. Majorities of panelists in each group believe it is *essential* for pastors to be willing and able to engage in 13 of the activities. More than nine in ten deem these five activities *essential* (see Figure 7):
  - Praying with and for the congregation (members, 97%; elders, 97%; pastors, 98%; specialized clergy, 95%).
  - Administering the sacrament of the Lord’s Supper (96%; 96%; 98%; 97%).
  - Administering the sacrament of Baptism (95%; 94%; 98%; 96%).
  - Preaching and teaching the Bible (93%; 94%; 98%; 93%).
  - Encouraging people in service to and worship of God (92%; 92%; 95%; 96%).

**Figure 7. Activities that Some Panelists Believe Are *Essential* for Pastors to Carry Out**



- ✓ More than two-thirds of ministers—but fewer members and elders—believe it is *essential* for pastors to be willing and able to carry out three other activities:
  - Equipping and renewing people for tasks within the church (members, 52%; elders, 60%; pastors, 67%; specialized clergy, 69%).
  - Equipping and enabling people for mission in the world (50%; 55%; 82%; 80%).
  - Equipping others to share the gospel with unchurched people (50%; 55%; 71%; 68%).

## ACTIVITIES AND SKILLS OF PASTORS

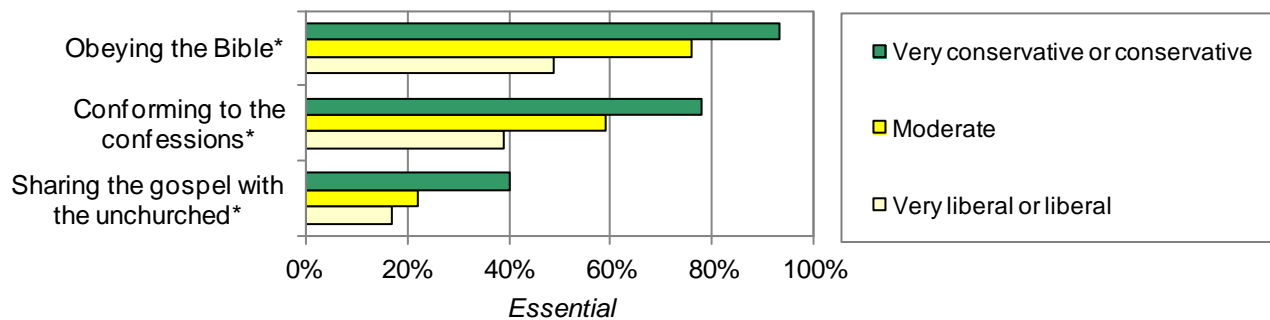
### Theological Orientation and Perceived Importance of Specific Activities of Church Officers

Obeying Christian rules and sharing faith are activities that more theological conservatives view as important for church officers to carry out than do theological moderates and liberals.

More panelists in each group who are theologically *very conservative* or *conservative* than who are *moderate*, and more of the theologically *moderate* than of the theologically *very liberal* or *liberal*, rate as *essential* the following activities of elders serving on session (see Figure 8):

- Living in obedience to the Bible (members: *very conservative* or *conservative*, 93%; *moderate*, 77%; *very liberal* or *liberal*, 49%; pastors: *very conservative* or *conservative*, 98%; *moderate*, 81%; *very liberal* or *liberal*, 63%).
- Living in conformity to the confessional standards of the church (members: 78%; 59%; 39%; pastors: 86%; 54%; 31%).
- Sharing the gospel with people who are unchurched (members: 40%; 22%; 17%; pastors: 53%; 41%; 29%).

**Figure 8. Members' Ratings of the Importance of Elder Activities, by Theological Orientation**

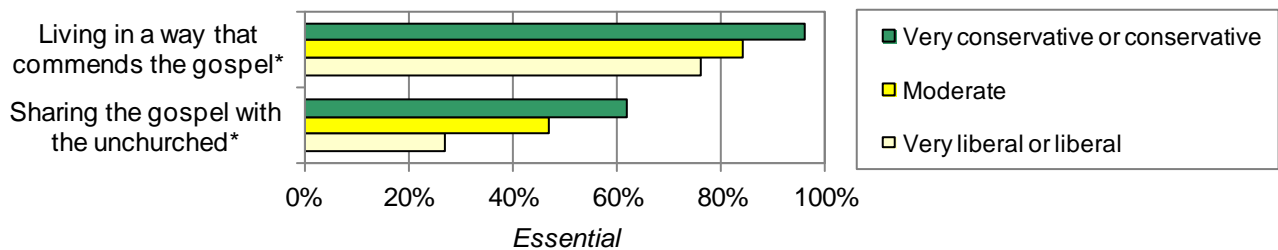


\*Statistically significant difference ( $p < .01$ )

More panelists in each group who are theologically *very conservative* or *conservative* than who are *moderate*, and more of the theologically *moderate* than of the theologically *very liberal* or *liberal*, rate as *essential* the following activities of pastors (see Figure 9):

- Living in a way that commends the gospel to all persons (members: *very conservative* or *conservative*, 96%; *moderate*, 84%; *very liberal* or *liberal*, 76%; pastors: *very conservative* or *conservative*, 97%; *moderate*, 93%; *very liberal* or *liberal*, 89%).
- Sharing the gospel with people who are unchurched (members: 62%; 47%; 27%; pastors: 77%; 67%; 54%).

**Figure 9. Members' Ratings of the Importance of Pastor Activities, by Theological Orientation**



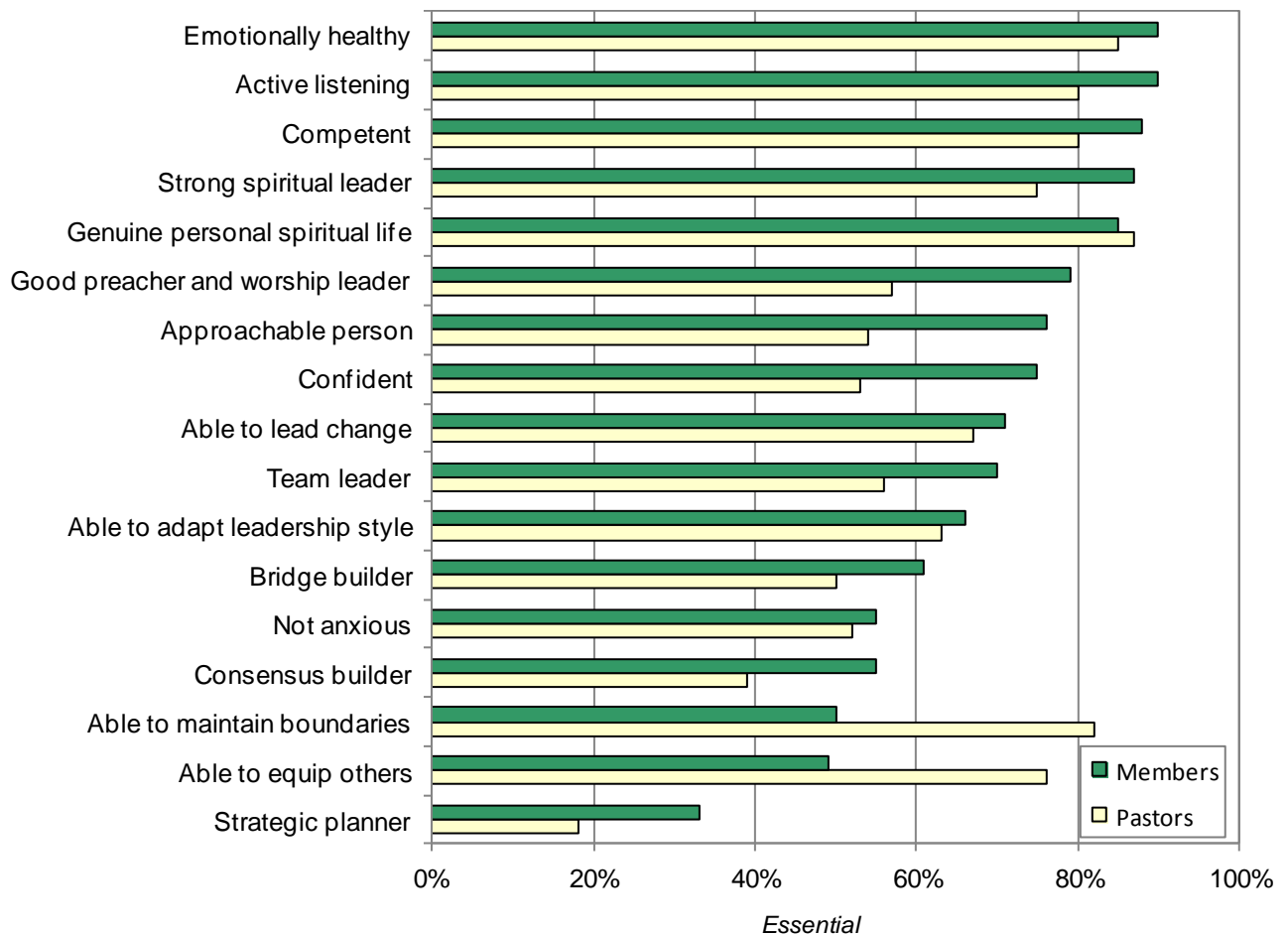
\*Statistically significant difference ( $p < .01$ )

## ACTIVITIES AND SKILLS OF PASTORS

### Importance of Different Skills and Characteristics for Pastors

- ✓ Panelists were asked about the importance of 21 skills and characteristics for pastors of PC(USA) congregations. More than three-quarters of panelists in each group believe that these four are *essential* for pastors to have or demonstrate (see Figure 10):
  - Emotionally healthy (members, 90%; elders, 84%; pastors, 85%; specialized clergy, 90%).
  - Active listening (90%; 84%; 80%; 87%).
  - Competent (88%; 84%; 80%; 90%).
  - Personal spiritual life that is genuine and heart-felt (85%; 85%; 87%; 83%).

**Figure 10. Skills and Traits that More Than One in Ten Panelists See as *Essential* for Pastors**



- ✓ Members and elders have higher expectations of pastors than pastors themselves do, when it comes to some skills and characteristics. More than two-thirds of members and elders—but smaller majorities of ministers—identify three skills and characteristics as *essential* for pastors to have or demonstrate:
  - Good preacher and worship leader (members, 79%; elders, 75%; pastors, 57%; specialized clergy, 62%).
  - Available, approachable, and warm person with good “people skills” (76%; 72%; 54%; 61%).
  - Confident (75%; 68%; 53%; 59%).
- ✓ Two pastor skills and characteristics are viewed by more ministers than members and elders as critical. More than three-quarters of ministers—but fewer members and elders—view these two as *essential* for pastors:
  - Able to maintain boundaries between himself or herself and other people in the congregation (members, 50%; elders, 49%; pastors, 82%; specialized clergy, 83%).
  - Able to equip others to carry out their own ministries (49%; 56%; 76%; 79%).

**THE PRESBYTERIAN PANEL  
CONGREGATIONAL LEADERSHIP**

**NOVEMBER 2010**

**Survey Questions and Responses**

	<b>Members</b>	<b>Elders</b>	<b>Ministers</b>
Number of survey invitations sent .....	622	899	1,225
Number of undeliverable surveys and ineligible respondents .....	5	4	18
Number of surveys completed .....	290	448	712 ‡
Response rate .....	47%	50%	58%
‡ 471 pastors; 236 specialized clergy; 5 could not be classified			

**Members      Elders      Pastors      Specialized  
Clergy**

Q1. How much do you agree or disagree with each of the following statements?

a. It is important for every PC(USA) congregation to have a full-time, installed pastor.

Strongly agree.....	36%	29%	11%	10%
Agree .....	33%	32%	28%	22%
Neutral or not sure.....	17%	14%	9%	11%
Disagree.....	14%	22%	45%	46%
Strongly disagree.....	1%	2%	7%	12%

b. In the future, fewer PC(USA) congregations will be able to afford a full-time, installed pastor.

Strongly agree.....	11%	17%	41%	41%
Agree .....	54%	60%	50%	48%
Neutral or not sure.....	30%	17%	6%	7%
Disagree.....	4%	6%	2%	4%
Strongly disagree.....	1%	*	*	1%

c. It is important for pastors of PC(USA) congregations to be able to read Greek.

Strongly agree.....	5%	5%	11%	13%
Agree .....	16%	16%	34%	40%
Neutral or not sure.....	33%	35%	20%	14%
Disagree.....	35%	32%	28%	24%
Strongly disagree.....	10%	11%	7%	9%

d. It is important for pastors of PC(USA) congregations to be able to read Hebrew.

Strongly agree.....	4%	4%	9%	12%
Agree .....	20%	21%	31%	38%
Neutral or not sure.....	35%	35%	24%	15%
Disagree.....	32%	30%	28%	27%
Strongly disagree.....	9%	10%	8%	9%

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

	Members	Elders	Pastors	Specialized Clergy
Q1. How much do you agree or disagree with each of the following statements? [Cont.]				
e. It is important for pastors of PC(USA) congregations to be fluent in a modern language other than English.				
Strongly agree.....	2%	1%	2%	4%
Agree .....	13%	15%	14%	22%
Neutral or not sure .....	42%	35%	32%	28%
Disagree.....	36%	42%	44%	39%
Strongly disagree.....	7%	6%	8%	7%
f. It is good that congregations have the option of calling a temporary pastor, instead of an installed pastor, as a pastoral leader.				
Strongly agree.....	16%	18%	20%	24%
Agree .....	66%	61%	60%	63%
Neutral or not sure .....	15%	16%	11%	8%
Disagree.....	3%	4%	7%	3%
Strongly disagree.....	1%	1%	1%	2%
g. It is good that congregations have the option of calling a commissioned lay pastor, instead of a minister of the Word and Sacrament, as a pastoral leader.				
Strongly agree.....	8%	11%	16%	16%
Agree .....	44%	51%	56%	44%
Neutral or not sure .....	27%	24%	14%	16%
Disagree.....	19%	12%	11%	18%
Strongly disagree.....	1%	2%	3%	5%
h. It is good that congregations have the option of calling as a pastoral leader a person who is also employed in work outside of pastoring a congregation (a tentmaker or bi-vocational pastor).				
Strongly agree.....	8%	10%	25%	32%
Agree .....	49%	54%	61%	57%
Neutral or not sure .....	26%	22%	9%	7%
Disagree.....	15%	12%	3%	4%
Strongly disagree.....	2%	2%	1%	1%
i. Pastors of PC(USA) congregations should be required to retire by the time they reach age 70.				
Strongly agree.....	4%	3%	8%	10%
Agree .....	13%	13%	21%	16%
Neutral or not sure .....	18%	24%	20%	24%
Disagree.....	52%	51%	38%	35%
Strongly disagree.....	13%	9%	14%	15%
j. The time it takes congregations to call a new installed pastor is too long.				
Strongly agree.....	20%	24%	25%	36%
Agree .....	39%	38%	42%	38%
Neutral or not sure .....	26%	23%	16%	11%
Disagree.....	15%	15%	13%	15%
Strongly disagree.....	1%	1%	4%	1%

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q1. How much do you agree or disagree with each of the following statements?

[Cont.]

- k. Having presbytery leaders present a pastor-seeking congregation with two or three choices (which is now part of the designated pastor call process) would be a good option for many congregations.

Strongly agree.....	10%	9%	9%	12%
Agree .....	60%	57%	40%	49%
Neutral or not sure .....	21%	20%	22%	19%
Disagree.....	7%	10%	19%	14%
Strongly disagree.....	2%	3%	10%	7%

- l. Having presbytery leaders present a pastor-seeking congregation with two or three choices would speed up pastoral transitions.

Strongly agree.....	6%	5%	9%	11%
Agree .....	46%	49%	43%	50%
Neutral or not sure .....	38%	35%	30%	27%
Disagree.....	8%	9%	12%	9%
Strongly disagree.....	1%	2%	6%	2%

Q2. In your opinion how much does each of the following factors account for why, instead of having a minister of the Word and Sacrament serving as installed pastor, some congregations have a commissioned lay pastor, supply pastor, informal pastoral leader, or no pastoral leader at all?

- a. There are not enough new seminary graduates to meet the needs of congregations.

A great deal .....	7%	7%	2%	—
Quite a bit .....	19%	22%	6%	6%
Some .....	26%	32%	11%	16%
Only a little .....	11%	11%	21%	21%
Not at all .....	10%	10%	54%	48%
Not sure .....	27%	17%	6%	8%

- b. These congregations cannot afford to pay salary and benefits for an installed pastor.

A great deal .....	22%	33%	50%	44%
Quite a bit .....	40%	32%	35%	38%
Some .....	24%	26%	11%	13%
Only a little .....	3%	2%	2%	4%
Not at all .....	1%	1%	1%	1%
Not sure .....	9%	6%	1%	1%

- c. Most ministers of the Word and Sacrament are married and are unwilling to accept a call in an area where job opportunities for their spouse are limited.

A great deal .....	4%	3%	9%	8%
Quite a bit .....	21%	22%	35%	30%
Some .....	45%	45%	43%	45%
Only a little .....	12%	13%	9%	7%
Not at all .....	4%	3%	2%	3%
Not sure .....	15%	15%	3%	6%

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q2. In your opinion how much does each of the following factors account for why, instead of having a minister of the Word and Sacrament serving as installed pastor, some congregations have a commissioned lay pastor, supply pastor, informal pastoral leader, or no pastoral leader at all?

d. These congregations are able to find people who are not PC(USA) ministers of the Word and Sacrament to provide effective leadership (for example, commissioned lay pastors or ministers associated with other denominations).

A great deal .....	3%	4%	3%	4%
Quite a bit .....	15%	19%	19%	18%
Some .....	40%	43%	44%	38%
Only a little .....	12%	10%	24%	22%
Not at all .....	4%	4%	6%	9%
Not sure .....	25%	19%	5%	8%

e. These congregations prefer someone without a seminary degree.

A great deal .....	2%	1%	1%	1%
Quite a bit .....	7%	5%	3%	3%
Some .....	12%	10%	7%	9%
Only a little .....	16%	18%	24%	20%
Not at all .....	33%	41%	54%	58%
Not sure .....	32%	25%	11%	9%

f. Other (please specify): \_\_\_\_\_

	+	+	+	+
A great deal .....	9%	8%	22%	24%
Quite a bit .....	3%	9%	20%	31%
Some .....	14%	10%	14%	18%
Only a little .....	—	2%	1%	2%
Not at all .....	2%	6%	5%	4%
Not sure .....	72%	64%	38%	22%

Q3. How important do you believe it is for elders serving on session in PC(USA) congregations to be willing and able to engage in each of the following activities?

a. Assisting in worship

Essential.....	49%	51%	44%	50%
Important but not essential .....	49%	47%	53%	46%
Not important .....	2%	2%	3%	3%
Not sure .....	—	1%	*	—

b. Encouraging people in service to and worship of God

Essential.....	59%	70%	82%	83%
Important but not essential .....	38%	29%	18%	17%
Not important .....	2%	*	*	*
Not sure .....	2%	1%	—	—

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response



Q3. How important do you believe it is for elders serving on session in PC(USA) congregations to be willing and able to engage in each of the following activities?

c. Equipping and renewing people for tasks within the church

Essential.....	52%	60%	67%	69%
Important but not essential .....	44%	38%	33%	30%
Not important .....	2%	1%	*	1%
Not sure .....	1%	1%	—	—

d. Equipping and renewing people for mission in the world

Essential.....	29%	39%	63%	59%
Important but not essential .....	54%	52%	35%	38%
Not important .....	11%	6%	2%	3%
Not sure .....	6%	3%	*	—

e. Equipping others to share the gospel with unchurched people

Essential.....	27%	40%	48%	52%
Important but not essential .....	59%	51%	49%	42%
Not important .....	9%	7%	2%	5%
Not sure .....	6%	2%	1%	1%

f. Informing the pastor and session colleagues of persons and ministries that need special attention

Essential.....	76%	75%	79%	77%
Important but not essential .....	22%	24%	20%	22%
Not important .....	1%	—	1%	1%
Not sure .....	1%	1%	—	*

g. Living in obedience to the Bible

Essential.....	74%	78%	80%	72%
Important but not essential .....	20%	19%	16%	20%
Not important .....	1%	1%	1%	3%
Not sure .....	4%	2%	3%	6%

h. Living in conformity to the confessional standards of the church

Essential.....	60%	65%	55%	51%
Important but not essential .....	30%	31%	36%	38%
Not important .....	4%	3%	5%	7%
Not sure .....	6%	1%	4%	3%

i. Participating in session meetings

Essential.....	89%	91%	95%	90%
Important but not essential .....	11%	9%	5%	10%
Not important .....	*	—	—	—
Not sure .....	*	—	—	—

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

**Members      Elders      Pastors      Specialized  
Clergy**

Q3. How important do you believe it is for elders serving on session in PC(USA) congregations to be willing and able to engage in each of the following activities?  
[Cont.]

j. Sharing the gospel with unchurched people

Essential.....	26%	37%	42%	43%
Important but not essential .....	60%	53%	54%	47%
Not important .....	10%	8%	3%	9%
Not sure .....	3%	2%	1%	1%

k. Studying the Bible

Essential.....	60%	68%	84%	77%
Important but not essential .....	35%	29%	16%	22%
Not important .....	3%	2%	—	1%
Not sure .....	2%	1%	—	—

l. Teaching the Bible

Essential.....	22%	23%	25%	22%
Important but not essential .....	62%	62%	66%	66%
Not important .....	12%	12%	8%	11%
Not sure .....	4%	3%	*	1%

m. Visiting, comforting, and caring for people, giving special attention to the poor, the sick, the lonely, and those who are oppressed

Essential.....	50%	48%	50%	58%
Important but not essential .....	44%	47%	46%	39%
Not important .....	4%	3%	3%	2%
Not sure .....	2%	1%	*	—

n. Other (please specify): \_\_\_\_\_

	+	+	+	+
Essential.....	29%	32%	58%	64%
Important but not essential .....	10%	10%	10%	12%
Not important .....	—	4%	5%	5%
Not sure .....	61%	54%	27%	19%

Q4. How important do you believe it is for pastors of PC(USA) congregations to be willing and able to engage in each of the following activities?

a. Administering the sacrament of Baptism

Essential.....	95%	94%	98%	96%
Important but not essential .....	5%	5%	2%	3%
Not important .....	—	1%	—	*
Not sure .....	—	*	—	—

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

	Members	Elders	Pastors	Specialized Clergy
Q4. How important do you believe it is for pastors of PC(USA) congregations to be willing and able to engage in [Cont.] each of the following activities?				
b. Administering the sacrament of the Lord's Supper				
Essential.....	96%	96%	98%	97%
Important but not essential .....	3%	4%	2%	3%
Not important .....	*	*	—	—
Not sure .....	—	—	—	—
c. Encouraging people in service to and worship of God				
Essential.....	92%	92%	95%	96%
Important but not essential .....	8%	8%	5%	4%
Not important .....	*	*	—	—
Not sure .....	—	—	—	—
d. Equipping and enabling people for tasks within the church				
Essential.....	70%	70%	86%	80%
Important but not essential .....	29%	30%	13%	19%
Not important .....	1%	*	*	*
Not sure .....	—	—	—	—
e. Equipping and enabling people for mission in the world				
Essential.....	50%	55%	82%	80%
Important but not essential .....	44%	40%	18%	18%
Not important .....	4%	3%	*	1%
Not sure .....	2%	1%	—	*
f. Equipping others to share the gospel with unchurched people				
Essential.....	50%	58%	71%	68%
Important but not essential .....	43%	38%	28%	28%
Not important .....	4%	3%	1%	3%
Not sure .....	3%	1%	*	1%
g. Facilitating relationships with people of other Christian denominations				
Essential.....	44%	41%	33%	42%
Important but not essential .....	50%	53%	57%	51%
Not important .....	4%	4%	10%	6%
Not sure .....	1%	2%	1%	1%
h. Facilitating relationships with people of non-Christian faiths				
Essential.....	36%	29%	27%	37%
Important but not essential .....	50%	56%	56%	50%
Not important .....	9%	11%	15%	10%
Not sure .....	5%	5%	2%	2%

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

	Members	Elders	Pastors	Specialized Clergy
Q4. How important do you believe it is for pastors of PC(USA) congregations to be willing and able to engage in [Cont.] each of the following activities?				
i. Helping make church decision-making more participatory and inclusive				
Essential.....	60%	58%	60%	66%
Important but not essential .....	32%	38%	32%	29%
Not important .....	4%	3%	6%	4%
Not sure .....	4%	2%	2%	1%
j. Helping the church serve the wider community				
Essential.....	67%	64%	70%	72%
Important but not essential .....	32%	35%	29%	27%
Not important .....	*	*	1%	*
Not sure .....	*	*	—	*
k. Leading worship				
Essential.....	92%	92%	92%	89%
Important but not essential .....	6%	7%	8%	11%
Not important .....	1%	1%	—	—
Not sure .....	*	—	—	—
l. Living in a way that commends the gospel to all persons				
Essential.....	86%	86%	93%	90%
Important but not essential .....	12%	14%	7%	9%
Not important .....	*	1%	—	*
Not sure .....	1%	*	*	1%
m. Living in a way that communicates the gospel's joy and justice				
Essential.....	87%	85%	88%	90%
Important but not essential .....	11%	14%	12%	9%
Not important .....	1%	1%	—	*
Not sure .....	1%	*	1%	*
n. Participating in the ministries of the presbytery				
Essential.....	58%	49%	43%	49%
Important but not essential .....	35%	46%	52%	45%
Not important .....	2%	4%	4%	6%
Not sure .....	4%	1%	*	—
o. Participating in the ministries of the synod				
Essential.....	35%	22%	7%	15%
Important but not essential .....	49%	57%	44%	44%
Not important .....	9%	15%	48%	39%
Not sure .....	7%	5%	2%	3%

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

	Members	Elders	Pastors	Specialized Clergy
Q4. How important do you believe it is for pastors of PC(USA) congregations to be willing and able to engage in [Cont.] each of the following activities?				
p. Participating in the ministries of the General Assembly				
Essential.....	32%	21%	10%	16%
Important but not essential .....	52%	58%	56%	56%
Not important .....	10%	17%	30%	25%
Not sure .....	5%	4%	4%	3%
q. Praying with and for the congregation				
Essential.....	97%	97%	98%	95%
Important but not essential .....	3%	3%	2%	4%
Not important .....	*	*	—	*
Not sure .....	—	—	—	—
r. Providing pastoral care, devoting special attention to the poor, the sick, the troubled, and the dying				
Essential.....	90%	92%	92%	88%
Important but not essential .....	10%	8%	7%	12%
Not important .....	—	*	*	—
Not sure .....	—	—	—	—
s. Sharing the gospel with unchurched people				
Essential.....	47%	54%	66%	60%
Important but not essential .....	47%	40%	32%	36%
Not important .....	4%	4%	2%	3%
Not sure .....	2%	1%	*	1%
t. Studying the Bible				
Essential.....	87%	90%	98%	94%
Important but not essential .....	12%	10%	2%	5%
Not important .....	1%	*	—	1%
Not sure .....	*	—	—	—
u. Preaching and teaching the Bible				
Essential.....	93%	94%	98%	93%
Important but not essential .....	7%	5%	2%	6%
Not important .....	1%	*	—	1%
Not sure .....	—	*	—	—
v. Other (please specify): _____				
	+	+	+	+
Essential.....	28%	39%	68%	68%
Important but not essential .....	7%	9%	1%	8%
Not important .....	—	4%	5%	3%
Not sure .....	65%	48%	25%	21%

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

	Members	Elders	Pastors	Specialized Clergy
<b>Q5. How important is it for pastors of PC(USA) congregations to have or demonstrate each of the following skills and characteristics?</b>				
<b>a. Able to adapt his or her leadership style for different people and situations</b>				
Essential.....	66%	67%	63%	69%
Important but not essential .....	32%	32%	36%	29%
Not important .....	1%	1%	1%	1%
Not sure .....	2%	*	*	1%
<b>b. Able to equip others to carry out their own ministries</b>				
Essential.....	49%	56%	76%	79%
Important but not essential .....	48%	42%	24%	21%
Not important .....	1%	1%	*	—
Not sure .....	2%	2%	—	—
<b>c. Able to lead change</b>				
Essential.....	71%	72%	67%	72%
Important but not essential .....	26%	25%	31%	27%
Not important .....	2%	1%	1%	—
Not sure .....	1%	1%	*	*
<b>d. Able to maintain boundaries between himself or herself and other people in the congregation</b>				
Essential.....	50%	49%	82%	83%
Important but not essential .....	35%	36%	15%	14%
Not important .....	9%	7%	2%	3%
Not sure .....	6%	8%	*	1%
<b>e. Active listening</b>				
Essential.....	90%	84%	80%	87%
Important but not essential .....	9%	15%	19%	13%
Not important .....	*	1%	1%	—
Not sure .....	1%	—	—	—
<b>f. Age 40 or younger</b>				
Essential.....	1%	2%	1%	1%
Important but not essential .....	10%	10%	8%	9%
Not important .....	85%	85%	87%	88%
Not sure .....	4%	3%	4%	2%
<b>g. Available, approachable, and warm person with good “people skills”</b>				
Essential.....	76%	72%	54%	61%
Important but not essential .....	23%	28%	43%	38%
Not important .....	—	*	2%	1%
Not sure .....	1%	—	*	*

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

	Members	Elders	Pastors	Specialized Clergy
Q5. How important is it for pastors of PC(USA) congregations to have or demonstrate each of the following skills [Cont.] and characteristics?				
h. Bridge builder				
Essential.....	61%	61%	50%	56%
Important but not essential .....	38%	37%	47%	43%
Not important .....	—	—	2%	*
Not sure .....	1%	2%	1%	1%
i. Competent				
Essential.....	88%	84%	80%	90%
Important but not essential .....	11%	16%	19%	10%
Not important .....	—	—	*	*
Not sure .....	*	—	1%	—
j. Confident				
Essential.....	75%	68%	53%	59%
Important but not essential .....	24%	31%	45%	39%
Not important .....	1%	1%	2%	2%
Not sure .....	*	—	1%	—
k. Consensus builder				
Essential.....	55%	56%	39%	53%
Important but not essential .....	37%	39%	54%	43%
Not important .....	3%	2%	6%	3%
Not sure .....	5%	3%	1%	1%
l. Emotionally healthy				
Essential.....	90%	84%	85%	90%
Important but not essential .....	10%	16%	14%	10%
Not important .....	—	—	*	—
Not sure .....	*	—	—	—
m. Good preacher and worship leader				
Essential.....	79%	75%	57%	62%
Important but not essential .....	20%	24%	42%	38%
Not important .....	*	1%	1%	*
Not sure .....	1%	1%	—	—
n. Married				
Essential.....	2%	4%	2%	1%
Important but not essential .....	26%	22%	11%	8%
Not important .....	69%	73%	84%	90%
Not sure .....	2%	2%	3%	1%

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

	Members	Elders	Pastors	Specialized Clergy
<b>Q5. How important is it for pastors of PC(USA) congregations to have or demonstrate each of the following skills [Cont.] and characteristics?</b>				
<b>o. Not anxious; levelheaded</b>				
Essential.....	55%	57%	52%	52%
Important but not essential .....	42%	40%	47%	46%
Not important .....	2%	2%	1%	2%
Not sure .....	1%	1%	*	*
<b>p. Parent of a child age 18 or younger</b>				
Essential.....	—	1%	*	*
Important but not essential .....	11%	6%	5%	1%
Not important .....	87%	90%	93%	98%
Not sure .....	2%	2%	2%	*
<b>q. Personal spiritual life that is genuine and heart-felt</b>				
Essential.....	85%	85%	87%	83%
Important but not essential .....	13%	15%	12%	16%
Not important .....	1%	1%	*	*
Not sure .....	1%	—	*	—
<b>r. Prior career outside of the church</b>				
Essential.....	1%	2%	1%	1%
Important but not essential .....	14%	14%	22%	18%
Not important .....	81%	82%	75%	80%
Not sure .....	4%	2%	2%	*
<b>s. Strategic planner</b>				
Essential.....	33%	30%	18%	24%
Important but not essential .....	60%	61%	71%	68%
Not important .....	5%	8%	10%	7%
Not sure .....	2%	1%	1%	1%
<b>t. Strong spiritual leader</b>				
Essential.....	87%	82%	75%	74%
Important but not essential .....	12%	18%	25%	25%
Not important .....	1%	—	*	1%
Not sure .....	1%	*	—	*
<b>u. Team leader</b>				
Essential.....	70%	63%	56%	55%
Important but not essential .....	29%	36%	43%	43%
Not important .....	—	1%	1%	1%
Not sure .....	1%	1%	*	1%

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response



Q5. How important is it for pastors of PC(USA) congregations to have or demonstrate each of the following skills [Cont.] and characteristics?

v. Other (please specify): \_\_\_\_\_

	+	+	+	+
Essential.....	27%	38%	49%	68%
Important but not essential .....	—	3%	8%	4%
Not important .....	3%	5%	8%	—
Not sure .....	70%	53%	35%	27%

Q6. How often did you use each of the following languages in your ministry during the past 12 months?

a. Greek

Never or don't know language .....	83%	82%	6%	14%
Once or twice.....	9%	11%	20%	31%
Once every 3-4 months.....	3%	3%	17%	20%
Once every month or two .....	3%	2%	21%	17%
More often than monthly .....	2%	2%	36%	18%

b. Hebrew

Never or don't know language .....	81%	81%	10%	19%
Once or twice.....	10%	12%	25%	35%
Once every 3-4 months.....	3%	3%	19%	16%
Once every month or two .....	4%	3%	25%	16%
More often than monthly .....	2%	1%	21%	14%

c. Korean

Never or don't know language .....	97%	98%	96%	93%
Once or twice.....	2%	1%	2%	4%
Once every 3-4 months.....	—	—	—	1%
Once every month or two .....	—	—	1%	1%
More often than monthly .....	1%	1%	1%	1%

d. Spanish

Never or don't know language .....	82%	81%	65%	64%
Once or twice.....	12%	12%	18%	18%
Once every 3-4 months.....	3%	2%	7%	6%
Once every month or two .....	2%	2%	4%	5%
More often than monthly .....	1%	3%	6%	7%

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q6. How often did you use each of the following languages in your ministry during the past 12 months?

[Cont.]

e. Other language (please specify): \_\_\_\_\_

	+	+	+	+
Never or don't know language .....	83%	82%	49%	53%
Once or twice.....	11%	6%	22%	15%
Once every 3-4 months.....	2%	2%	8%	3%
Once every month or two .....	2%	2%	8%	13%
More often than monthly .....	1%	8%	13%	15%

If you are a *minister of the Word and Sacrament* who does *not* regularly serve or attend worship at a PC(USA) congregation, please check this box  and skip to Q8.

Not checked .....	97%	73%
Checked .....	3%	27%

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please *write a number* on the line in *each* column. Write "0" if none. Write "DK" if you don't know.)

a. Pastor

		n=457	n=172
	+		
No or don't know .....	17%	17%	13%
Yes.....	83%	83%	87%

a1. [If "yes,"] Total number who are in this position. [Nonresponses ("blank") and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=210	n=336	n=379	n=118
Blank or zero.....	1%	2%	1%	—
One.....	80%	85%	90%	84%
Two .....	8%	6%	5%	7%
Three .....	5%	2%	2%	2%
Four.....	4%	2%	1%	3%
Five or more.....	1%	2%	2%	2%
Don't know .....	1%	1%	—	2%
Mean [excluding "blank or zero" and "don't know"].....	1.35	1.25	1.22	1.29
Median [excluding "blank or zero" and "don't know"].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

a. Pastor [Cont.]

a2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=210	n=336	n=379	n=118
Blank or zero.....	12%	9%	6%	5%
One.....	70%	80%	86%	79%
Two.....	7%	6%	5%	8%
Three.....	5%	2%	2%	2%
Four.....	4%	1%	1%	1%
Five or more.....	1%	2%	2%	2%
Don’t know.....	1%	*	—	2%
Mean [excluding “blank or zero” and “don’t know”].....	1.38	1.25	1.21	1.25
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

a3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=210	n=336	n=379	n=118
Blank or zero.....	18%	16%	9%	14%
One.....	69%	76%	84%	75%
Two.....	7%	4%	4%	7%
Three.....	4%	1%	2%	2%
Four.....	1%	2%	1%	1%
Five or more.....	1%	1%	1%	1%
Don’t know.....	1%	1%	—	1%
Mean [excluding “blank or zero” and “don’t know”].....	1.25	1.19	1.17	1.19
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

a4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=210	n=336	n=379	n=118
Blank or zero.....	94%	92%	96%	92%
One.....	4%	6%	4%	4%
Two.....	—	1%	—	—
Three.....	—	—	—	—
Four.....	—	—	—	1%
Five or more.....	—	—	—	—
Don’t know.....	2%	1%	*	2%
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.09	1.00	1.50
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

a. Pastor [Cont.]

a5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=210	n=336	n=379	n=118
Blank or zero.....	84%	86%	91%	80%
One.....	5%	7%	8%	12%
Two.....	1%	*	1%	2%
Three.....	—	*	—	1%
Four.....	—	—	—	1%
Five or more.....	—	—	—	—
Don’t know.....	10%	6%	—	3%
Mean [excluding “blank or zero” and “don’t know”].....	1.23	1.11	1.09	1.42
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

b. Co-pastor

			n=457	n=172
No or don’t know.....	83%	94%	94%	94%
Yes.....	17%	6%	6%	6%

b1. [If “yes,”] Total number who are in this position. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=38	n=21	n=21	n=8
Blank or zero.....	10%	10%	5%	—
One.....	47%	62%	—	38%
Two.....	26%	24%	95%	62%
Three.....	5%	5%	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	10%	—	—	—
Mean [excluding “blank or zero” and “don’t know”].....	1.47	1.37	2.00	1.63
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	2.00	2.00

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

b. Co-pastor [Cont.]

b2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=38	n=21	n=21	n=8
Blank or zero.....	16%	33%	5%	12%
One.....	42%	38%	95%	25%
Two.....	24%	19%	—	50%
Three.....	5%	5%	—	—
Four.....	3%	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	10%	5%	—	12%
Mean [excluding “blank or zero” and “don’t know”].....	1.57	1.46	1.95	1.67
Median [excluding “blank or zero” and “don’t know”]....	1.00	1.00	2.00	2.00

b3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=38	n=21	n=21	n=8
Blank or zero.....	32%	43%	38%	38%
One.....	37%	33%	24%	25%
Two.....	18%	19%	38%	38%
Three.....	3%	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	10%	5%	—	—
Mean [excluding “blank or zero” and “don’t know”].....	1.41	1.36	1.62	1.60
Median [excluding “blank or zero” and “don’t know”]....	1.00	1.00	2.00	2.00

b4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=38	n=21	n=21	n=8
Blank or zero.....	76%	81%	90%	88%
One.....	3%	5%	5%	—
Two.....	3%	—	5%	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	18%	14%	—	12%
Mean [excluding “blank or zero” and “don’t know”].....	1.50	1.00	1.50	—
Median [excluding “blank or zero” and “don’t know”]....	1.50	1.00	1.50	—

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

b. Co-pastor [Cont.]

b5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=38	n=21	n=21	n=8
Blank or zero.....	63%	76%	62%	75%
One.....	16%	5%	38%	—
Two.....	3%	—	—	12%
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	18%	19%	—	12%
Mean [excluding “blank or zero” and “don’t know”].....	1.14	1.00	1.00	2.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	2.00

c. Interim pastor

			n=457	n=172
No or don’t know.....	86%	90%	91%	90%
Yes.....	14%	10%	9%	10%

c1. [If “yes,”] Total number who are in this position. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=32	n=37	n=33	n=15
Blank or zero.....	3%	—	—	—
One.....	88%	97%	94%	100%
Two.....	6%	3%	6%	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	3%	—	—	—
Mean [excluding “blank or zero” and “don’t know”].....	1.07	1.03	1.06	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

c. Interim pastor [Cont.]

c2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=32	n=37	n=33	n=15
Blank or zero.....	9%	8%	—	—
One.....	78%	89%	94%	100%
Two.....	3%	3%	6%	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	9%	—	—	—
Mean [excluding “blank or zero” and “don’t know”].....	1.04	1.03	1.06	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

c3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=32	n=37	n=33	n=15
Blank or zero.....	34%	32%	18%	20%
One.....	53%	68%	79%	80%
Two.....	3%	—	3%	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	9%	—	—	—
Mean [excluding “blank or zero” and “don’t know”].....	1.06	1.00	1.04	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

c4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=32	n=37	n=33	n=15
Blank or zero.....	78%	84%	100%	93%
One.....	3%	14%	—	—
Two.....	—	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	19%	3%	—	7%
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.00	—	—
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	—	—

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

c. Interim pastor [Cont.]

c5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=32	n=37	n=33	n=15
Blank or zero.....	66%	92%	97%	93%
One.....	16%	3%	3%	7%
Two.....	—	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	19%	5%	—	—
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00
Median [excluding “blank or zero” and “don’t know”]....	1.00	1.00	1.00	1.00

d. Supply pastor

			n=457	n=172
No or don’t know.....	93%	91%	94%	81%
Yes.....	7%	9%	6%	19%

d1. [If “yes,”] Total number who are in this position. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=16	n=33	n=21	n=27
Blank or zero.....	6%	6%	10%	11%
One.....	69%	58%	81%	85%
Two.....	12%	21%	5%	—
Three.....	—	6%	—	—
Four.....	—	6%	—	—
Five or more.....	—	—	5%	—
Don’t know.....	12%	3%	—	4%
Mean [excluding “blank or zero” and “don’t know”].....	1.15	1.57	1.32	1.00
Median [excluding “blank or zero” and “don’t know”]....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response



Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

d. Supply pastor [Cont.]

d2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=16	n=33	n=21	n=27
Blank or zero.....	25%	21%	5%	7%
One.....	50%	48%	71%	85%
Two.....	12%	15%	5%	—
Three.....	—	6%	—	—
Four.....	—	6%	—	—
Five or more.....	—	—	5%	—
Don’t know.....	12%	3%	14%	7%
Mean [excluding “blank or zero” and “don’t know”].....	1.20	1.60	1.35	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

d3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=16	n=33	n=21	n=27
Blank or zero.....	81%	91%	52%	78%
One.....	6%	6%	43%	18%
Two.....	—	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	12%	3%	5%	4%
Mean [excluding “blank or zero” and “don’t know”].....	1.00	—	1.00	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	—	1.00	1.00

d4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=16	n=33	n=21	n=27
Blank or zero.....	88%	70%	71%	78%
One.....	—	9%	14%	7%
Two.....	—	6%	—	—
Three.....	—	3%	—	4%
Four.....	—	3%	—	—
Five or more.....	—	—	5%	—
Don’t know.....	12%	9%	10%	11%
Mean [excluding “blank or zero” and “don’t know”].....	—	2.00	2.25	1.67
Median [excluding “blank or zero” and “don’t know”].....	—	2.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

d. Supply pastor [Cont.]

d5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=16	n=33	n=21	n=27
Blank or zero.....	75%	70%	67%	56%
One.....	6%	12%	19%	33%
Two.....	—	6%	—	—
Three.....	—	3%	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	19%	9%	14%	11%
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.57	1.00	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

e. Designated pastor

			n=457	n=172
No or don’t know.....	94%	97%	96%	96%
Yes.....	6%	3%	4%	4%

e1. [If “yes,”] Total number who are in this position. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=14	n=12	n=15	n=5
Blank or zero.....	7%	8%	7%	—
One.....	64%	92%	87%	100%
Two.....	14%	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	14%	—	7%	—
Mean [excluding “blank or zero” and “don’t know”].....	1.18	1.00	1.00	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

e. Designated pastor [Cont.]

e2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=14	n=12	n=15	n=5
Blank or zero.....	21%	17%	13%	—
One.....	50%	83%	80%	100%
Two.....	14%	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	14%	—	7%	—
Mean [excluding “blank or zero” and “don’t know”].....	1.22	1.00	1.00	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

e3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=14	n=12	n=15	n=5
Blank or zero.....	21%	17%	27%	40%
One.....	50%	83%	67%	60%
Two.....	14%	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	14%	—	7%	—
Mean [excluding “blank or zero” and “don’t know”].....	1.22	1.00	1.00	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

e4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=14	n=12	n=15	n=5
Blank or zero.....	71%	100%	93%	100%
One.....	7%	—	—	—
Two.....	—	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	21%	—	7%	—
Mean [excluding “blank or zero” and “don’t know”].....	1.00	—	—	—
Median [excluding “blank or zero” and “don’t know”].....	1.00	—	—	—

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

e. Designated pastor [Cont.]

e5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=14	n=12	n=15	n=5
Blank or zero.....	64%	92%	87%	80%
One.....	—	—	7%	20%
Two.....	—	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	36%	8%	7%	—
Mean [excluding “blank or zero” and “don’t know”].....	—	—	1.00	1.00
Median [excluding “blank or zero” and “don’t know”].....	—	—	1.00	1.00

f. Commissioned lay pastor

			n=457	n=172
No or don’t know.....	+	+	+	+
Yes.....	87%	84%	94%	96%
Yes.....	13%	16%	6%	4%

f1. [If “yes,”] Total number who are in this position. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=29	n=55	n=25	n=6
Blank or zero.....	10%	2%	—	—
One.....	62%	74%	76%	83%
Two.....	10%	13%	12%	17%
Three.....	—	7%	8%	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	17%	4%	4%	—
Mean [excluding “blank or zero” and “don’t know”].....	1.14	1.29	1.29	1.17
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

f. Commissioned lay pastor [Cont.]

f2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=29	n=55	n=25	n=6
Blank or zero.....	48%	46%	44%	33%
One.....	24%	46%	48%	50%
Two.....	3%	2%	4%	17%
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	24%	7%	4%	—
Mean [excluding “blank or zero” and “don’t know”].....	1.13	1.04	1.08	1.25
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

f3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=29	n=55	n=25	n=6
Blank or zero.....	72%	82%	80%	83%
One.....	10%	13%	16%	—
Two.....	—	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	17%	6%	4%	17%
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	—
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	—

f4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=29	n=55	n=25	n=6
Blank or zero.....	72%	67%	68%	100%
One.....	10%	20%	20%	—
Two.....	—	2%	8%	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	17%	11%	4%	—
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.08	1.29	—
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	—

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

f. Commissioned lay pastor [Cont.]

f5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=29	n=55	n=25	n=6
Blank or zero.....	45%	44%	44%	17%
One.....	21%	38%	44%	67%
Two.....	7%	4%	4%	—
Three.....	—	—	4%	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	28%	14%	4%	17%
Mean [excluding “blank or zero” and “don’t know”].....	1.25	1.09	1.23	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

g. Associate pastor

			n=457	n=172
No or don’t know.....	58%	66%	70%	71%
Yes.....	42%	34%	30%	29%

g1. [If “yes,”] Total number who are in this position. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=98	n=123	n=122	n=42
Blank or zero.....	3%	—	2%	2%
One.....	67%	76%	63%	67%
Two.....	18%	14%	16%	14%
Three.....	4%	6%	8%	10%
Four.....	4%	2%	5%	2%
Five or more.....	2%	2%	5%	5%
Don’t know.....	1%	—	1%	—
Mean [excluding “blank or zero” and “don’t know”].....	1.49	1.38	1.76	1.66
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

g. Associate pastor [Cont.]

g2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=98	n=123	n=122	n=42
Blank or zero.....	15%	6%	5%	—
One.....	62%	72%	61%	67%
Two.....	11%	13%	16%	14%
Three.....	3%	5%	8%	10%
Four.....	3%	2%	5%	2%
Five or more.....	2%	2%	5%	5%
Don’t know.....	3%	—	1%	2%
Mean [excluding “blank or zero” and “don’t know”].....	1.43	1.37	1.78	1.66
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

g3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=98	n=123	n=122	n=42
Blank or zero.....	24%	20%	11%	7%
One.....	59%	64%	57%	62%
Two.....	7%	8%	15%	14%
Three.....	3%	4%	10%	10%
Four.....	2%	—	2%	—
Five or more.....	2%	2%	4%	5%
Don’t know.....	3%	2%	1%	2%
Mean [excluding “blank or zero” and “don’t know”].....	1.38	1.29	1.71	1.63
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

g4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=98	n=123	n=122	n=42
Blank or zero.....	93%	92%	98%	88%
One.....	1%	2%	2%	5%
Two.....	—	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	6%	6%	1%	7%
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

g. Associate pastor [Cont.]

g5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=98	n=123	n=122	n=42
Blank or zero.....	80%	82%	93%	83%
One.....	6%	7%	7%	5%
Two.....	—	—	—	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	14%	11%	1%	12%
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

h. Parish associate

			n=457	n=172
No or don’t know.....	+	+	+	+
Yes.....	78%	79%	73%	56%
	22%	21%	27%	44%

h1. [If “yes,”] Total number who are in this position. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=47	n=73	n=104	n=64
Blank or zero.....	4%	1%	—	—
One.....	62%	77%	75%	61%
Two.....	11%	18%	16%	27%
Three.....	4%	3%	3%	6%
Four.....	2%	1%	3%	—
Five or more.....	4%	—	1%	2%
Don’t know.....	13%	—	2%	5%
Mean [excluding “blank or zero” and “don’t know”].....	1.56	1.28	1.35	1.48
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response



Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

h. Parish associate [Cont.]

h2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=47	n=73	n=104	n=64
Blank or zero.....	36%	47%	49%	61%
One.....	38%	41%	38%	22%
Two.....	6%	7%	5%	6%
Three.....	2%	—	1%	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	17%	6%	7%	11%
Mean [excluding “blank or zero” and “don’t know”].....	1.23	1.14	1.15	1.22
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

h3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=47	n=73	n=104	n=64
Blank or zero.....	68%	92%	93%	89%
One.....	17%	7%	4%	5%
Two.....	—	1%	—	—
Three.....	2%	—	1%	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	13%	—	2%	6%
Mean [excluding “blank or zero” and “don’t know”].....	1.22	1.17	1.40	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

h4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=47	n=73	n=104	n=64
Blank or zero.....	81%	73%	86%	86%
One.....	6%	19%	9%	3%
Two.....	—	—	1%	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	13%	8%	5%	11%
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.10	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

h. Parish associate [Cont.]

h5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=47	n=73	n=104	n=64
Blank or zero.....	60%	59%	50%	34%
One.....	11%	29%	39%	41%
Two.....	2%	—	3%	9%
Three.....	2%	—	2%	—
Four.....	—	—	1%	—
Five or more.....	—	—	—	—
Don’t know.....	26%	12%	5%	16%
Mean [excluding “blank or zero” and “don’t know”].....	1.43	1.00	1.21	1.19
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

i. Other pastoral leader (please specify): \_\_\_\_\_

			n=457	n=172
No or don’t know.....	76%	77%	79%	67%
Yes.....	24%	23%	21%	33%

i1. [If “yes,”] Total number who are in this position. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=48	n=75	n=77	n=45
Blank or zero.....	6%	4%	3%	2%
One.....	44%	52%	73%	64%
Two.....	17%	20%	8%	11%
Three.....	4%	7%	8%	2%
Four.....	—	3%	5%	2%
Five or more.....	2%	7%	3%	16%
Don’t know.....	27%	8%	1%	2%
Mean [excluding “blank or zero” and “don’t know”].....	1.50	2.05	1.62	5.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

i. Other pastoral leader [Cont.]

i2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=48	n=75	n=77	n=45
Blank or zero.....	29%	32%	31%	38%
One.....	33%	44%	54%	38%
Two.....	15%	16%	6%	11%
Three.....	2%	4%	4%	4%
Four.....	—	—	4%	4%
Five or more.....	—	—	—	2%
Don’t know.....	21%	4%	—	2%
Mean [excluding “blank or zero” and “don’t know”].....	1.38	1.38	1.38	1.70
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

i3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=48	n=75	n=77	n=45
Blank or zero.....	46%	57%	64%	73%
One.....	23%	25%	26%	11%
Two.....	8%	8%	4%	4%
Three.....	—	1%	3%	2%
Four.....	—	—	3%	2%
Five or more.....	—	—	—	2%
Don’t know.....	23%	8%	1%	4%
Mean [excluding “blank or zero” and “don’t know”].....	1.27	1.31	1.48	2.20
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.50

i4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=48	n=75	n=77	n=45
Blank or zero.....	73%	84%	86%	82%
One.....	2%	8%	9%	9%
Two.....	2%	—	—	—
Three.....	—	—	1%	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	23%	8%	4%	9%
Mean [excluding “blank or zero” and “don’t know”].....	1.50	1.00	1.25	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.50	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

- \* = less than 0.5%; rounds to zero
- = zero (0.0); no cases in this category
- + = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)
- n = number of respondents eligible to answer this question
- ◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

i. Other pastoral leader [Cont.]

i5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=48	n=75	n=77	n=45
Blank or zero.....	50%	49%	61%	42%
One.....	10%	20%	31%	33%
Two.....	2%	4%	4%	2%
Three.....	—	1%	1%	2%
Four.....	—	—	—	—
Five or more.....	—	4%	—	9%
Don’t know.....	38%	21%	3%	11%
Mean [excluding “blank or zero” and “don’t know”].....	1.17	2.14	1.18	5.14
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

j. A Christian educator (other than a pastoral leader)

			n=457	n=172
No or don’t know.....	40%	46%	56%	52%
Yes.....	60%	54%	44%	48%

j1. [If “yes,”] Total number who are in this position. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=139	n=195	n=172	n=68
Blank or zero.....	4%	4%	3%	2%
One.....	66%	61%	75%	85%
Two.....	10%	16%	14%	7%
Three.....	3%	7%	3%	—
Four.....	1%	4%	4%	—
Five or more.....	6%	5%	1%	—
Other.....	—	1%	—	—
Don’t know.....	9%	4%	1%	6%
Mean [excluding “blank or zero” and “don’t know”].....	1.76	1.73	1.36	1.08
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

j. A Christian educator (other than a pastoral leader [Cont.]

j2. [If “yes,”] Number who are paid. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=139	n=195	n=172	n=68
Blank or zero.....	25%	32%	14%	21%
One.....	54%	55%	68%	65%
Two.....	10%	11%	12%	7%
Three.....	1%	1%	3%	—
Four.....	—	—	3%	—
Five or more.....	2%	1%	—	—
Don’t know.....	7%	2%	1%	7%
Mean [excluding “blank or zero” and “don’t know”].....	1.39	1.21	1.31	1.10
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

j3. [If “yes,”] Number who serve full-time. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=139	n=195	n=172	n=68
Blank or zero.....	48%	58%	58%	52%
One.....	35%	31%	34%	35%
Two.....	4%	6%	5%	3%
Three.....	1%	1%	1%	—
Four.....	1%	—	1%	—
Five or more.....	1%	—	—	—
Don’t know.....	9%	5%	1%	10%
Mean [excluding “blank or zero” and “don’t know”].....	1.31	1.18	1.24	1.08
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

j4. [If “yes,”] Number who also serve another congregation. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=139	n=195	n=172	n=68
Blank or zero.....	88%	93%	96%	90%
One.....	1%	2%	3%	2%
Two.....	—	—	1%	—
Three.....	—	—	—	—
Four.....	—	—	—	—
Five or more.....	—	—	—	—
Don’t know.....	11%	5%	1%	9%
Mean [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.17	1.00
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response

Q7. Does anyone (including you, if applicable) serve your congregation in each of the following positions? If yes, [Cont.] write in the total number of people who are in each position and the number who are paid, work full-time, also serve another congregation, and do paid work outside of congregations. (For each position in which your congregation has at least one person, please **write a number** on the line in **each** column. Write “0” if none. Write “DK” if you don’t know.)

j. A Christian educator (other than a pastoral leader [Cont.]

j5. [If “yes,”] Number who do paid work outside of congregations. [Nonresponses (“blank”) and responses of zero are combined here. Thus, reported percentages for this question include nonresponses.]

	n=139	n=195	n=172	n=68
Blank or zero.....	63%	59%	76%	60%
One.....	9%	17%	19%	21%
Two.....	1%	4%	4%	2%
Three.....	1%	2%	—	—
Four.....	1%	2%	1%	—
Five or more.....	3%	4%	—	—
Other.....	—	1%	—	—
Don’t know.....	21%	12%	1%	18%
Mean [excluding “blank or zero” and “don’t know”].....	3.00	2.16	1.30	1.07
Median [excluding “blank or zero” and “don’t know”].....	1.00	1.00	1.00	1.00

Q8. Please use the space below for any additional comments.

[tabulated separately]

Response from:

Web.....	36%	43%	55%	49%
Paper.....	64%	57%	45%	51%

Note: Percentages may not add to 100 due to rounding

\* = less than 0.5%; rounds to zero

— = zero (0.0); no cases in this category

+ = nonresponses of 10% or more on this question (reported percentages for all questions omit nonresponses)

n = number of respondents eligible to answer this question

◆ = percentages add to more than 100 because respondents could make more than one response