



# FIRST CHURCH CAMBRIDGE DISCOVERY TEAM REPORT

WHO ARE WE TODAY?  
WE ARE WE CALLED TO BE?  
WHO DO WE SEEK IN OUR  
NEW LEAD PASTOR?

June 18, 2025

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## Part I: Who are we today?

In 2025, First Church in Cambridge stands at a tender and transformative moment in its life together. Following the departure of our beloved minister of 20 years, we are in a season of introspection, discernment, and preparation as we begin the search for a new settled minister. We do so against the backdrop of a world that feels increasingly uncertain and unjust. In the face of this, we reaffirm our identity as a people rooted in love, hope, and justice.

This time of transition invites us to reflect deeply on who we are, what we value, and where we feel called to go as a community of faith. To inform the ministerial search and to express the views held within our church, the Discovery Team has conducted a survey, multiple listening sessions, small-group discussions, a partial review of past data, and conversations with church stakeholders, including staff, attendees, and individuals outside the church in the larger community.

The team has endeavored to craft a report that captures our church's shared commitments, the strengths that sustain us, and the aspirations that guide us forward as we seek—not just a new minister—but a renewed sense of purpose and vitality for the journey ahead.

### United by worship

Fundamentally, First Church in Cambridge is a group of people who worship God together on Sunday mornings, mostly in person but also increasingly online. The Discovery process confirms the centrality of worship services to our congregation. More than our 17th-century covenant, it is our corporate worship that bonds us into a community.

When asked in the congregational survey to choose what one thing we do best as a congregation, respondents most frequently chose “Offering worship that provides a meaningful experience of God and the Christian tradition” (42%). The survey indicates that we value services that stimulate the mind as well as our emotions, offer time for silent prayer/meditation, and embody our congregation's broadly progressive stance—including by addressing themes of social justice and using inclusive language.<sup>1</sup>

Lay participation in worship and focus on children are also considered essential. (One way of reading the survey results is that we want it all. Indeed, worship sometimes feels “busy” to some!) We also value worship that is traditional but not rigid.

*Q26: For you, personally, how important are each of the following in the mix of qualities that make a good worship service? (selected notable elements)*

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<sup>1</sup> Please see the full survey results in Appendix III. The survey received 121 responses. Because it was anonymous, we cannot be sure of how representative the sample is. A preponderance of the respondents have been in the congregation for 15 or more years and/or identify as women.

“Essential” or “Important”	Split opinions (favorable/unfavorable)
<ul style="list-style-type: none"> <li>• Intellectually challenging (93%)</li> <li>• Emotionally moving (92%)</li> <li>• Addresses social justice themes (92%)</li> <li>• Lay participation in leading worship (91%)</li> <li>• Time for people to greet one another (89%)</li> <li>• Having parts of the worship especially for children (88%)</li> <li>• Silent prayer/meditation (87%)</li> <li>• Use of inclusive, non-sexist language (84%)</li> <li>• Corporate prayer (83%)</li> </ul>	<ul style="list-style-type: none"> <li>• Use of creeds/statements of faith (52%/48%)</li> <li>• Formality in worship style (51%/49%)</li> </ul>

In listening sessions and small group discussions, congregants repeatedly shared that they come to church to feel grounded and restored, and to experience a peace they don't find elsewhere in their busy lives:

*“Church is a place I go to feel renewed. I have limited bandwidth on Sundays to think about external threats/politics....I do that all week!”*

*“Walking through the door....it's such a relief. It's OK to stop. It's OK to slow down.”*

*“It's stillness. It's very grounding to be in our beautiful space, listening to beautiful music.”*

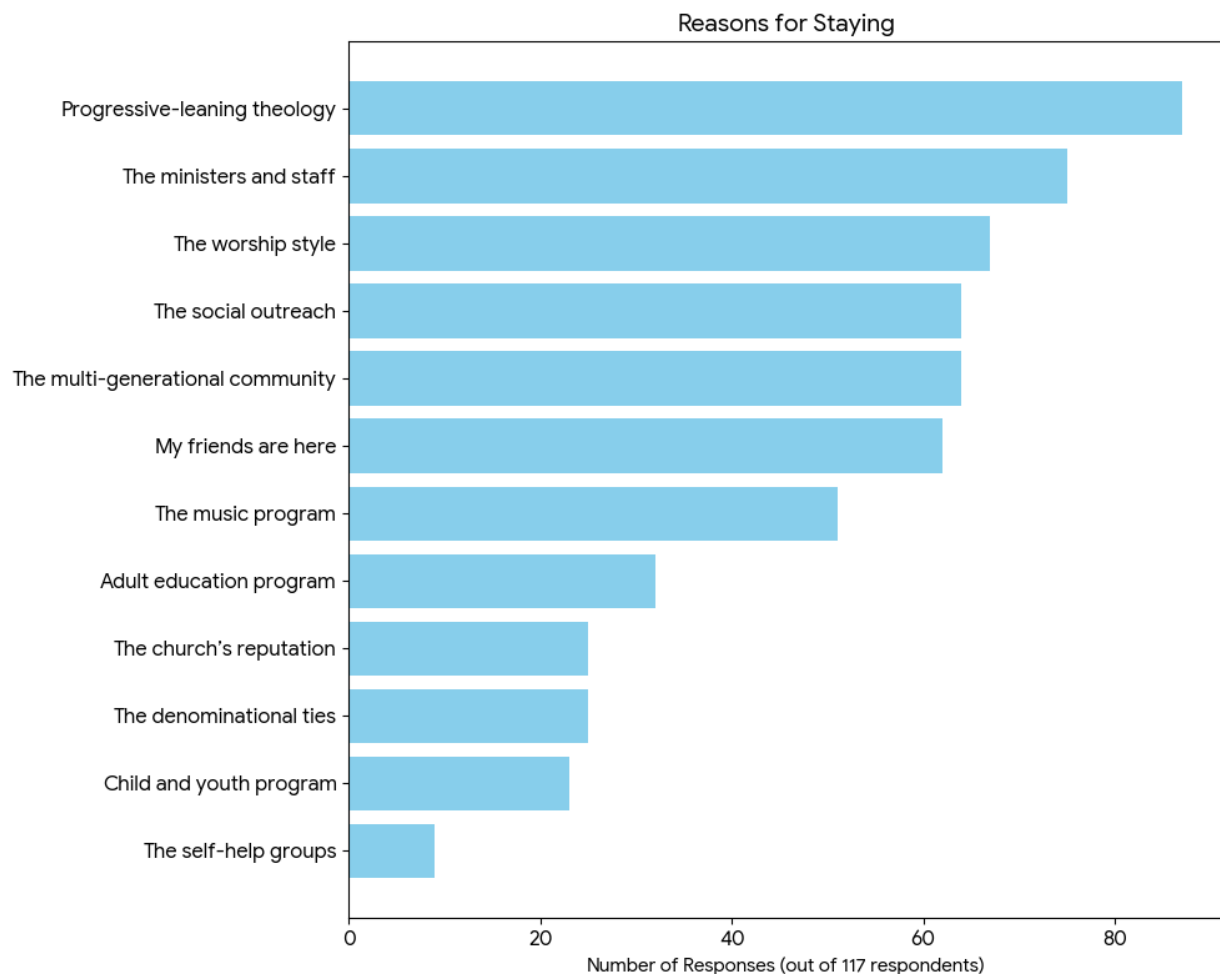
*“I am like a plant that needs to be watered spiritually every week, or I will wilt.”*

From previously collected data, we know that Sunday services are typically attended by 109 people in person along with about one dozen people watching live online. An additional 60 people watch online asynchronously. Typically, 16 people attend Nightsong.

In early 2020, thanks to a generous legacy gift, First Church invested in the technology needed to livestream our services. This timely acquisition allowed us to remain connected during the pandemic and continues to serve as a vital bridge for members and friends near and far. Online worshippers have expressed appreciation for the high production quality of our services and are now seeking deeper ways to engage and build community beyond the Sunday livestream.

As fundamental as worship is, it is not the sole reason people come—and choose to keep coming—to First Church. Most of us first came to First Church because of the ministers and staff (68%), the church’s progressive-leaning theology (65%), and our inclusive community (56%) (Q10). These elements remain essential to our continued participation, with factors such as worship style, social outreach, and friendship connections also predominant.

*Q11: In thinking about what KEEPS you as part of this congregation, select from the list below those reasons which best match your reasons for staying. You may select more than one.*



### Embracing faith and doubt in community

First Church in Cambridge believes that faith is not the absence of doubt, but a journey that welcomes honest questions, open dialogue, and deep reflection. Our members feel safe exploring uncertainties and wrestling with difficult topics, largely confident that they are met with compassion. The congregation values exploration and encourages members to bring their

whole selves—including their uncertainties—into the worship experience. Sermons regularly engage with complexity and mystery, inviting diverse perspectives and interpretation of scripture.

Congregants value the intimacy of small group gatherings. In Discovery conversations, congregants frequently brought up a small group (such as a Bible study group, a house meeting, weekly Psalms discussions, Caregivers calls) that they had attended previously and had deepened their connection to others and to God. While some small group opportunities and engagement have grown in recent years, others have become less prevalent. Some parents of older children reflected fondly on the Tuesday night family dinners that were a mainstay of their church experience ten years ago.

*“Small groups helped bring me into the church. That’s why I’m here...because of how that group embraced and supported me.”*

*“We need more creativity in the way that we connect with each other to build trust, to find ways to increase trust and get to know each other.”*

### **Committed to social justice**

Our congregation demonstrates a strong commitment to social justice. When asked to identify our greatest strength, 25% of survey respondents cited "Encouraging members to act on the relationship of the Christian faith to social, political, and economic issues." An additional 11% chose "Engaging in acts of charity and service to persons in need."

This commitment is reflected in the wider community's perception of us. One local minister noted that First Church "really practices 'when I was hungry, you fed me.'" The most sustained channels for action are the homeless ministries (including the Friday Café and a 14-bed shelter for men experiencing homelessness), our tithing-aligned Missions and Justice contributions, and our involvement with the Greater Boston Interfaith Organization (GBIO). Sunday bulletins consistently feature additional invitations for action.

When congregants were asked on the survey what keeps them at First Church, over half cited "social outreach" as one of their reasons. One person said at a listening session that social justice emphasis "is what makes the church."

As part of the Discovery process, we heard a familiar tension between the "Mary" and the "Martha" parts of our common life – the balance between sustenance/grounding and action in the world. One person asks, "Are we too focused on outward work with not enough focus on building/sustaining close relationships among the Congregation and with God?" Meanwhile, others feel that our faith calls us to urgent action now. The Discovery Team believes that this very yearning to be both Mary and Martha is core to our identity as a congregation.

## Reckoning with our history

Founded in 1636, our church carries a long and complex history—one that includes faithful witness while also complicity in oppression of people, including slavery and the racial injustices that have shaped American society.

We do not turn away from this past. Instead, we seek to confront it with honesty, humility, and a commitment to transformation. As part of that commitment, we strive to be an actively anti-racist church—working to dismantle racism within ourselves, our institutions, and the wider world through education, advocacy, reparative action and relationship-building, and healing.

In the congregational survey, 82% affirmed that our church is "deeply committed to anti-racism in a consistent manner," indicating a strong collective leaning towards genuine and impactful anti-racist efforts rather than superficial engagement. These commitments are reflected in the previous adoption of a [Vision for Being an Anti-Racist Church](#) and founding of a Reparations Fund (2021). Those efforts followed a multi-year period of discernment and learning. We are also coming to terms with our history of being a colonial church whose members participated in the dispossession, terrorization, and genocide of Indigenous peoples. One element of this reckoning came in 2022 with the adoption of the [First Church Land Acknowledgment](#).



*First Church's "Wade in the Water" fabric artwork names, remembers, and honors members who were enslaved by other members of the congregation.*

## **A Legacy of trust: transparent governance and engaged membership**

As a church approaching its fifth century, we are deeply aware of both the blessings and the responsibilities that come with our legacy. We are grateful to be a congregation grounded in healthy, transparent governance. Our community thrives because of the active participation and trust of our members today. In the survey, 74% of respondents agree or strongly agree that they are well-informed about the work of our various committees and ministry groups. Even more—87%—affirm that important decisions about the life of our church are rarely made without open discussion that includes both church leaders and members. This is a church where voices are heard, and where discernment is shared.

## **Stewarding our resources and shaping our future**

First Church staff members are a true strength of the church. When congregants were asked what keeps them at First Church, 64% cited “the ministers and staff” (a percentage exceeded only by the factors “Progressive-leaning theology” and “Inclusive community”). Many staff have served First Church for more than ten years.

After several years of pandemic-relief income that funded a staff of 9.2 full-time equivalent employees (FTE) (not including shelter employees), we now have a staff of 8.4 FTE, including the interim minister.

	2018	2022	2025
Clergy	2.5	2.8	2.1
Music & Educ	1.5	1.4	1.4
Building & Admin	5.0	5.1	4.9
Shelter	3.9	8.3	8.4
TOTAL	12.9	17.5	16.8

As a church, we recognize that we ask a great deal of our dedicated staff. While their commitment is tireless and unwavering, there’s a growing realization that for the long-term health of our community, we must move toward a more sustainable model. The survey and individual conversations suggest that the congregation should take greater collective responsibility for shaping and supporting church programming.

In other areas, too, there is a significant mismatch between our aspirations and our resources. Our activities, commitments, and music program resemble those of churches that have a larger



membership—and larger staff.<sup>2</sup> Our beautiful 19th-century building is also more expensive than most to maintain. Members and friends have faithfully increased our support of the church, including a major effort to retire debt. Even so, we anticipated a \$100,000 deficit in the 2025 annual budget. (As of this writing, thanks to stronger giving and lower expenses than expected, an actual deficit of up to \$50,000 is projected.)

As we steward and take stock of our physical, financial, and historical resources—including cherished assets such as our parsonage, archival collections, and even symbolic items like the cockerel weathervane—we recognize that these gifts come with weighty questions. Many in our community are actively wrestling with what faithful stewardship looks like in this moment: How do we care for what we've inherited without being dictated by it? How do we ensure that our financial and material resources serve the living mission of the church rather than simply preserving the past? These are not easy questions, but we are committed to asking them together.

There are also questions about the ideal size of the congregation. There is some consensus that growing our membership would help our church bring aspirations and resources into a more sustainable alignment. As of January 2025, First Church has 372 members (and many friends). At the same time, listening sessions and small-group discussions found that members appreciate the familiarity and close connections they form in a church of our size.

As noted in the next section of the report, congregants are aware of our financial challenges and actively concerned about financial sustainability.

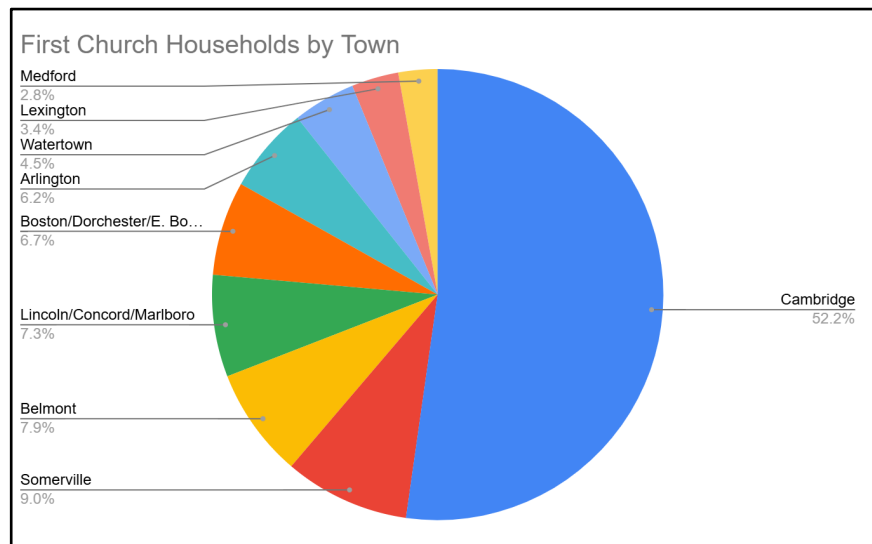
## **Our context**

In many ways, First Church in Cambridge mirrors the city of Cambridge. We are a socially and theologically progressive congregation, reflecting Cambridge's overwhelming support for the Democratic ticket in 2024. Surrounded by institutions like Harvard and MIT, our church is rich in intellect, with many members holding advanced degrees. Our historic building is a community hub, hosting 12-step groups, community gatherings, a 14-bed shelter for unhoused men, and weekly gatherings for housed and unhoused neighbors. First Church is closely connected to our city.

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<sup>2</sup> We commend to readers the [presentation on church size](#) that Rev. Michael Solberg shared with us in February 2025. Based on Alice Mann's 2001 book *Raising the Roof*, Mike noted the characteristics of variously sized churches. First Church falls into the "Program-size" category, which has typical Sunday attendance of 151-400 people. We are at the bottom of this category in terms of attendance, but our budget and staffing are closer to the top of the range for that category.

However, our congregation differs from Cambridge's demographics: we are generally whiter, more affluent, and older.<sup>3</sup> Half of First Church congregants reside in Cambridge, with another quarter in the bordering towns of Arlington, Belmont, Somerville and Watertown. Many congregants moved out of Cambridge in search of more affordable housing.<sup>4</sup>



When our congregation was gathered in the 1630s, it was the unquestioned center of civic life. Now mainline churches are on the margins. In a secular liberal environment like Cambridge, church attendance seems anachronistic to some. Many of us are hesitant to openly identify as Christians or churchgoers, let alone invite others to join us. About half of survey respondents said they have not invited someone to church in the past year.

Because of its universities, the area is distinguished by some population transience. Within a 1.5-mile radius around First Church, 7.5% of the population (or approximately 11,000) has lived in Massachusetts for less than a year—roughly triple the national average of 2.3% of people having moved across any state lines in the previous year.

<sup>3</sup> According to the US Census Bureau, 57% of census respondents in Cambridge identified as white and the median age in Cambridge is 30.5 years old. According to the Cambridge Community Development department, the median household income is \$126,469 [note: median family income \$167,993].

<sup>4</sup> The average monthly rent for a 2-bedroom unit in Cambridge is \$3315 (Q4 2024), and the median single-family home sold for \$1.8 million in 2023 (Cambridge Community Development Department).

Compared to national averages, this area also has a higher proportion of people earning over \$125K, people who work from home, and young adults:

	Population within 1.5 mile radius of First Church (%)	National average (%)
One year ago, was living in a different state	7.5%	2.3%
Earns more than \$125,000	49%	27%
Works from home	25%	12%
<b><i>Is age...</i></b>		
Age 0-17	12%	22%
Age 18-24	17%	9%
Age 25-34	30%	14%
Age 35-54	23%	25%
Age 55 and up	19%	30%

Source: ARDA (The Association of Religion Data Archives)

Beyond our neighborhood and local communities, the past six months have been disheartening and enraging for many of us, especially given our commitment to social justice. We've witnessed events and policy shifts that challenge the very principles we hold dear, making our commitment to justice feel more urgent than ever.

The escalating rhetoric and actions in government immigration policies contradict the biblical mandate to welcome the stranger and care for the vulnerable. We see families separated, individuals denied due process, and communities living in fear—realities that strike at the heart of our faith's call to compassion and human dignity, as well as the lives of some of our friends and neighbors. We are particularly saddened by the recent actions targeting international students and scholars, actions that affect the lives and threaten the livelihoods of people in our congregation. More broadly, these efforts threaten the vibrant intellectual and cultural diversity that enriches our church community.

Equally concerning are the concerted anti-Diversity, Equity, and Inclusion (DEI) efforts surfacing in government and legislative bodies across the nation. These efforts effectively dismantle programs designed to address systemic inequalities and ensure equitable opportunities for all. As a church dedicated to fostering a truly inclusive community, we recognize that such efforts actively undermine the work of racial reconciliation, gender equity, and access for marginalized groups. There is wide consensus in the congregation that such policies and priorities effectively undo decades of progress, silencing voices and encouraging structures that our congregation has been challenging.

In listening sessions, it became clear that developments are not abstract political debates for us; they directly impact the lives of our neighbors, our congregants, and the broader society we are called to serve. They demand our continued vigilance, advocacy, and commitment to living out our faith in tangible ways.

Even in these disheartening times, the spirit within our congregation remains strong. According to the survey, 75% of us agree or strongly agree that “the current morale of our church membership is high,” and more than two-thirds affirm that “there is a sense of excitement among members about our church’s future.”

In its nearly four hundred years, our church has transformed along with our values, culture, politics, and neighborhoods. In the 1950s, for instance, a few established, wealthy members managed and led the church, and the senior minister did not meet with the Executive Council. Change in the 1960s led to a true congregation-led church with the senior minister as leader. Later, the church hired its first woman as senior pastor and declared itself open to marginalized groups, attracting many progressives.

There is a striking paradox in our church’s history: the original congregants, having left the Old World seeking new freedoms in this one, nonetheless held others in bondage. Today, our community is committed to the work of justice.

We believe congregations like ours may be uniquely positioned to offer a different vision for society—one rooted in the inherent dignity of all God’s beloved children. We wonder, in fact, whether our church might serve as a sanctuary amid sweeping societal change—not merely a place of refuge, but a community that gathers strength and resolve to resist, together.

## **Part II: Who are we called to be?**

As First Church Cambridge prepares for the search for a settled pastor, one vital question we have explored is: who are we called to be as a church in this moment? What emerges from our surveys, group conversations, and individual dialogues is a widespread appreciation for much of our current life—namely, our worship, our opportunities for spiritual growth, and our unwavering commitment to social justice. While there's much about our past and present that we wish to sustain and prioritize, our conversations also illuminated new needs and priorities that will guide First Church in the coming years.

### **Spiritual grounding and growth**

There's broad and deep support for our church to focus on nurturing spiritual grounding and growth. In fact, this was identified by 23.3% of survey respondents as the area needing more emphasis—the highest percentage among all choices presented. Additionally, approximately 67% of responding congregants believe we are primarily oriented toward serving the world beyond our membership, and 33% believe that our church is primarily oriented to serving our members. While a few felt our emphasis might be weighted too heavily toward social justice, most congregants articulated a desire to explicitly and intentionally connect our social justice and anti-racism work with living in faith. As one person expressed it, we want to "provide spiritual nourishment for the social justice journey."

Many congregants long for deeper spiritual inspiration and connection. As one shared, "I find myself hoping for a true leader – someone who can inspire me to be a better Christian, husband, father, friend, and community member." Others envision FCC "becoming a deeper community of spiritual growth," a church that "focuses on deepening its members' spiritual life and religious beliefs." This includes supporting individual journeys of faith. "My hope for the church over the next five years is to have a strong, integrated community that is supportive of its members and strongly encourages them to work on bettering their spirituality in any way they need."

There's also an openness to exploring fundamental questions, with one person asking, "Some have questions about the existence of God. Is there a place for this kind of conversation?" Ultimately, the desire is for a vibrant relationship with the divine that propels us into action: "I would love for people to be excited about God and looking for ways to strengthen their relationship with the Eternal One. This relationship leads them to respond with study, service, and prayer, each to how they are called."

Making the link between our faith and our work for justice feels essential. "There is currently a wide gap between social justice and faith concerns. We need to do more connecting of social justice back to theology," one person observed. Another pastor offered a helpful perspective, asking, "How is FCC balancing that Mary and Martha side of being a church?" and emphasizing, "First Church needs to be careful not to become so Martha-like that there is no difference between First Church and any other secular social service entity. What makes the church different is that churches connect people to something greater than food. We connect them to the Savior." This sentiment highlights a core aspiration: to ensure that as we engage with the world, we remain deeply rooted in our spiritual foundation.

## **Deepening relationships within First Church**

The call to deepen relationships within the church resonated frequently in both our survey and congregational conversations. While small groups are seen as vital for both spiritual grounding and social justice work, there's a concern that many existing groups are age-specific, often limiting opportunities for relationship building, including among generations. Congregants are eager to "use our imaginations to discover other ways to create intimacy among us all" beyond current structures.

Members expressed a strong desire for more connection. "My hope for our community is to strengthen relationships among church members, especially intergenerational relationships," shared one individual, while another simply stated, "We should spend more time in fellowship and building a community." There's a clear wish to "hold on to the level of intimacy among members and spiritual grounding that we have found in the last few years." It was also observed that "We are clearer about outward looking efforts and less clear about inward looking/sustaining connections."

The challenge, as some noted, is to intentionally cultivate these bonds. "How do we pay attention to deepening of relationships across the board?" one asked, suggesting, "In our ongoing programs, can we audit as to how we are deepening our relationship with one another and with God?" The power of small groups was highlighted by one member who said, "Small groups helped bring me into the Church. That is why I am here...because of how that group embraced and supported me." However, there's also a recognition that "It is not a good idea to enclose the deepening of relationships into a small group container," signaling a desire for diverse avenues for connection.

## **Vibrant multigenerational community and connections**

There's a consistent and frequent call for more young adults and young families to become part of First Church, coupled with a widespread desire for stronger relationships among all generations. Many in our congregation grew up in an era where church participation was a more common expression of faith, often involving children, youth, and young adults. While we acknowledge our changed context, we want to do everything we can to involve these younger ages in the life of the congregation. And regardless of how many younger people are present, there's a shared longing for deeper intergenerational bonds. Given Cambridge's unique demographics (as explored in Part I), our congregation needs to clarify if focusing on the 'under 40' age group should be a particular skill focus for our new pastor.

First Church is seen as uniquely positioned to welcome younger individuals. As another pastor observed, "Cambridge is ahead of the curve in secularizing the nation. Most of our churches were founded a long time ago when churchgoing was more prevalent. FCC is at the geographical center of young people and well equipped to provide spiritual programming for those who may have left the faith in which they were raised." This pastor added that First Church "has a reputation for spiritual exploration, for welcoming curious people who are open to the Christian tradition." While "FCC has good age diversity for a UCC church," the challenge is "How can we mobilize the congregation to celebrate our young people? Once a church loses a generation of parents with young children, it is difficult to 'catch up.'"

The vision for attracting and engaging younger generations is vibrant. "My vision for the church: reviving the emphasis on families with children – both welcoming new families with young

children and re-engaging families that have been at the church for a while and whose children are getting older," shared one member. This includes a desire for "more emphasis on growing youth groups activities" and "more opportunities for multi-generational social engagement outside of Sunday morning," drawing inspiration from beloved events like "the all-church retreat." Others explicitly hoped for "more moments when we are seeing our kids in worship and other contexts."

Beyond attracting, the emphasis is on genuine integration and connection. "I dream that we could be a multigenerational church that is spiritually nourishing and a source of connection between spiritual callings and social justice opportunities," shared a congregant. Another expressed a wish to "build on the strength of our interpersonal relationships across generational lines and get to know each other as individual people a bit better." The aspiration is for a church that is "vibrant with new, young multi-racial energy, integrating newcomers while cherishing long-time members and friends." The presence of visible, engaged members in the 35-55 age range is seen as crucial for retaining younger people, as "we can see ourselves in them." There's also a desire for "casual" intergenerational gatherings "that do not ask you to do anything but show up and hang out." The overarching sentiment is a longing to "deepen our intergenerational bonds and become more like a large family."

Specific needs for younger age groups were also voiced. "It is sad that there is a drop off in attendance once children reach middle school.... perhaps this is when kids are starting to feel that maybe church is not for them. Could we have more activities for this age group?" After all, says one, "Godly Play is a particularly important part of how the Church will grow."

### **Increasing lay leadership and responsibility in all aspects of church life**

There's wide recognition that, as a congregation, we need to step up and take greater responsibility for programs and activities at FCC. While many community-based organizations tend to rely more heavily on professional staff, there's a strong desire for lay leadership to embrace more responsibility within the church. This shift would enable our dedicated staff to focus more on their essential roles as teachers and leaders, rather than primarily as "doers," and would keep the congregation's focus closer to its members—an essential move in this era of rapid cultural change.

Congregants clearly expressed a desire for shared responsibility. "We need to nurture pastoral work among the congregation. New members, new leaders to support pastoral care with new people. The commitment to participate is unique in our church. We need to continue to welcome and nourish participation. This brings inspiration and vitality to the church," one shared. The need for pastoral care to become "more visible and intentional, with specific ways that the congregation might participate" was also highlighted. This includes "different ages represented in providing pastoral care," with the pastor encouraging "congregants to form pastoral relationships with each other" through "a model that can serve many phases of life."

Support for our lay leaders is a key component of this vision. "I would like to see continued and expanded support of lay leadership to take up tasks and more evenly distribute workloads," one member stated. Another person thoughtfully considered the well-being of the new pastor: "As I write this in recognition of the roles our previous minister performed, I realize that our called minister should have ongoing support from lay leaders to balance their life."

## **First Church Cambridge needs to grow**

There's broad agreement that our church needs to grow its congregation. While fiscal health is a factor (as discussed in Part I), the deeper motivation stems from a genuine excitement to share all that First Church has to offer: a flourishing and nourishing community, pastoral care for all stages of life, a steadfast commitment to justice and anti-racism, and a progressive theology that is inclusive and welcoming to people at all stages of their faith journey. The challenge lies in overcoming the discomfort many at FCC feel with "evangelizing/proselytizing" as well as a perceived lack of both intentionality and skills in this area among the congregation. When asked 'how many persons or families have you invited to visit or join the church in the past year?', almost 50% of respondents hadn't invited anyone.

The desire for growth is significant and heartfelt. "My prayer is that we grow as a congregation, adding at least 100 members, and that we continue to build opportunities for spiritual and community deepening, such as house churches, Bible studies, and service activities," one person prayed. Many believe deeply in the church's unique value: "I would like to see FCC expand its membership, not just because of sustainability, but because I believe that so many people can benefit from a faith community like ours, especially now." The sentiment is to "take some new members into our fold to share in the good work that we do," with one individual expressing, "It would make me really happy to see twice the people in the pews that we have now."

Beyond numerical growth, there's a profound vision for the transformative power of the church in the world. "We need to be able to show people how following Jesus in Christian community is a beautiful and meaningful alternative to the corrosive power of capitalism on individual lives and our society," one person articulated, summarizing it as "'evangelism,' 'good news-ism.'" Ultimately, the dream is for a congregation that "comes to reflect a broader range of the people God created than it does now."

## **Focus on financial sustainability**

Because we deeply value the life of our congregation, believe we provide an important spiritual home for our members and potentially for new people, and want to be responsible for positioning the Church for the beginning of its fifth century, *getting our financial house in order* emerged as a clear theme in both the survey and small group conversations. When asked about the characteristics of a good pastor in our congregant survey, 64% of respondents preferred that the new pastor set goals with their cost in mind. As discussed in Part I, there's deep concern among congregants about our ability to live within our means. Our hope is that greater financial stability can be achieved primarily through increasing the income side of the equation. While adjustments to the expense side may be necessary, the commitment is to figure out ways to increase our income.

The desire for financial stability is strong and multifaceted. One congregant envisioned the "physical plant of the Church stabilized and consolidated with its long term and historic assets right sized and utilized to ensure adequate financial security so that new programs and visions can be pursued and realized." Another perspective highlighted the importance of aligning financial decisions with our core values: "To deeply reflect on the aspects of social justice, politics, and race that represent our core beliefs and stay true to those. This may lead us to say no to, or diminishing the importance of some critical areas, yet will allow us to operate in a financially responsible and spiritually focused manner."



The call is for disciplined yet exciting stewardship. "My hope is that we significantly strengthen the financial resources of the church, practice more disciplined fiscal practices (no structural deficit), and encourage generosity and investment within one's means in this church that gives so much back to each of us," shared a member. The imperative is to "make 'living within our means' a priority," reframing financial sustainability not as a "guard rail," but as "something that we can be excited about." Ultimately, it was felt that "FCC has not given enough emphasis as to how we sustain ourselves. This depends on the resources we have/how many members we have and how committed they are in terms of time, money, and effort. This should be one of our top priorities."

### **Themes that require more thought and conversation**

Beyond these core priorities, two areas emerged that warrant further reflection and discussion as we move forward:

- **External Context:** As we discern who First Church is called to be, there are deep questions about the most faithful "positioning" of our church within wider society. The familiar "unchurching" of America—and perhaps especially in Cambridge—leads people to wonder if the basics of church practice need to change, who we are as a church in a more uncertain world, and how we can best discern what it means to be a Christian in this time and place.
- **Deeper Collaboration with Other Faith Communities:** Many expressed a desire for more active outreach to other faith communities. In our survey, 29% stated that 'participating in activities and programs with other religious groups' needs more emphasis. And 40% disagree that 'the activities taking place in the congregation are well publicized to the surrounding community.' These relationships could take the form of joint classes, shared worship days, collaborative social activism, and ministries. The vision is to form relationships with other congregations in our immediate vicinity, joining forces more visibly in ministries and service opportunities, and building connections between leaders and members to leverage and share the resources of various congregations.

### **Part III: Who do we seek in our new lead pastor?**

First Church in Cambridge has been a beacon of faith and service for nearly four hundred years. As we honor that legacy, our members are deeply committed to building a future that is both grounded and growing—a community rooted in care, shaped by nurturing relationships, and energized by a passion for spiritual growth and social justice. To guide us on this journey, we have listened carefully to one another. Through a congregational survey, facilitated conversations, and collective reflection, we have discerned five cornerstone competencies we seek in our next lead pastor, which are detailed here.

#### **Cornerstone competencies**

##### **1. Deep Spiritual Grounding and Teaching Ability**

We seek a pastor who will be able to lead us into the deep waters of the Christian faith—someone who leads from a profound synthesis of life experience, an expansive theology of grace, and creative insight to the spiritual depth of scripture. Above all, their insight will serve to inspire, challenge, and help us grow in our faith.

In our survey, 88% of respondents identified “Deepening members’ spiritual beliefs and religious practices through worship services and activities” as a very high or high priority. Similarly, 90% deem it very high/high priority that the pastor plans and leads worship sensitive to the needs of the congregation. As one member put it, the pastor should “challenge us to think and act as the body of Christ.”

While we generally say we fall within the progressive stream of the contemporary church, we are not sure how our new leader will characterize themselves. We seek a pastor who understands Biblical teachings, someone who understands the values that shape our denomination and how we in our congregation live as Christians. We know the right person will ground their ministry in personal maturity, theological creativity, spiritual depth, and ideally, experience with the struggle for justice in society.

One apparent need of our congregation is integration of spiritual growth with social justice. In our survey, 83% of respondents call it a very high/high priority to advance the anti-racist and social justice work of the church. One member said, “I want a pastor who helps us explore how the Bible (warts and all) speaks to us—and how Jesus calls us to respond in both personal life and public action.”

Theological foundations and understanding of the Bible support this key competency. While a majority of survey respondents, for instance, prefer sermons that emphasize issues rather than emphasize the Bible, survey respondents seek stronger spiritual growth. For example, 25% say there should be more emphasis on helping members deepen their personal, spiritual relationship with God.

Furthermore, 10% say that Christian education for adults needs more emphasis. As one respondent put it, “I want to learn how to read the Bible and let it touch my deepest imaginings. Seeing ancient text this way has opened my life!”

## 2. Powerful, Relevant Preaching

We desire a gifted preacher—someone who communicates with clarity, depth, imagination, and passion. A pastor whose sermons offer both challenge and comfort, rooted in Scripture yet alive to our present-day realities.

Many of these clear preferences emerge in the survey. Significantly, 85% of respondents say it is essential to be an effective preacher/speaker. Moreover, 98% of respondents want sermons to be challenging or thought-provoking. Even in interactions with a pastor outside of worship, 75% strongly/slightly prefer thought-provoking interactions to comforting and reassuring ones.

Similarly, 83% of respondents rate the importance of setting forth “a clear faith position as a guide for making decisions and living a faithful life” as essential or important. In comments, one person emphasizes the importance of “thought-provoking sermons that relate to current-day life situations, foster multi-generational conversations, and inspire conscious action—particularly in our commitments to be open, affirming, and anti-racist.”

Sermons are expected to be based or illustrated on the Bible and include themes of social justice and current events, and skillful delivery and inspiration are also strongly preferred. And 88% of respondents wants sermons to flow apparently from the preacher’s own faith and spiritual convictions.

This pastor will optimally be more personable than not, with 88% in the survey preferring an outgoing pastor over a reserved one. Similarly, “Friend/Fellow Traveler” emerged as a popular role to play, with “Minster of the World/Teacher of the Congregation” coming in a close second in that survey ranking. As one person put it, “Good preaching and a compassionate, outgoing pastor will help grow our congregation and strengthen our work for justice in the wider community.”

## 3. Genuine, Faith-Based Pastoral Care

In a world marked by complexity, stress, and rapid change, many in our congregation face illness, anxiety, aging, or emotional hardship. We seek a pastor who is attuned to these realities and offers compassionate, spiritually grounded support to individuals and families alike.

In our survey, 93% of respondents say it is essential or important to make pastoral calls on people in hospitals and nursing homes and those confined to their homes. Ministering effectively to people in crisis situations also emerges as a high priority.

For example, 70% identify “Provide pastoral counseling and caring to members with personal problems” as a high/very high priority. Meanwhile, two out of three respondents prioritize “Pastoral counseling of members having personal, family and/or work-related problems” as high/very high.

#### 4. Visionary Leadership for Church Growth

We envision a pastor who can help us grow in spirit and responsibly raise the strength and size of our congregation. We’re eager to welcome more young people and families and individuals who are seeking a spiritual home rooted in progressive faith. As discussed in Parts I and II, growth appears essential to our long-term financial sustainability and our ability to serve our diverse community. As one member says, “I believe our congregation needs to grow, especially with more young families.” Another adds, “I want us to harness our energy and become a destination for those seeking a liberal faith community.”

In our survey, 80% of respondents say it’s either essential or important for a new pastor to work regularly at bringing new members into the church. Notably, we see the need for ourselves as members to take up more of the doing of church. Therefore, we are looking for someone who will be able to teach, spiritually nurture, and equip us, rather than carry all the load themselves. One member writes, “I’d love for us to expand our membership so we can do even more together.” Another says, “Let’s grow with younger people and families, and continue our antiracist and social justice work.”

#### 5. Activator of Community Building and Lay Participation

Our church has many strengths. One area we are eager to strengthen is interpersonal connections and to empower our community. We desire a pastor who can cultivate deeper relationships between people of different ages and backgrounds and continue to foster a cohesive, caring community.

Voices from the survey illustrate this point. “My hope is to strengthen relationships between church members, especially across generations,” says one. Another says, “I want us to build on our strong foundation and truly get to know each other as individuals. With stronger interpersonal bonds, we can live out our mission more fully.”

We are blessed with many capable, committed, and creative members. We seek a pastor who can recognize, nurture, and empower future leaders within our congregation. In the survey, 85%

of respondents say it is essential or important for the pastor to help people develop their leadership abilities. In our discovery sessions, the words “empower,” “foster,” and “facilitate” came up repeatedly, especially given our goal of ensuring that this position is sustainable for the new minister.

As one member writes: “In addition to strong theological and spiritual leadership, we need someone who (1) works with lay leaders to grow our membership, and (2) helps plan programs and staffing within our budget.” Another observes: “Our minister should be engaged with lay leaders and understand the work of our committees and small groups.”

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## **Leadership style**

Our congregation values collaborative leadership. Significantly, 99% of respondents rated it essential or important that a pastor help people work together in solving problems. We seek a pastor who leads through consensus building and collective discernment, rather than top-down authority.

The ideal candidate will collaborate closely with our staff and lay leaders, balancing shared decision-making with the clarity and confidence to offer their own perspective and lead with conviction in moments of challenge or division.

One question voiced in small-group discussions is whether the title “senior minister” conveys the collaborative, empowering leadership style we seek. Meanwhile, other leadership qualities identified in the survey include meeting management and administration and communication skills.

## **Ideal experience**

Our congregation is progressive, highly educated, and diverse in perspectives and experiences. We are deeply committed to social and racial justice. It would be ideal for our new pastor to have experience leading a congregation with similar values and complexity—and to bring a strong understanding of the ongoing impact of racism and systemic injustice in America. We look to our pastor not only to speak prophetically but to guide us in meaningful action. Five years ago, the Staff Model Working Group suggested an explicit goal of calling a minister of color, perhaps as a second minister. The consensus the discovery discernment has identified is that the congregation would welcome a minister of color if everyone felt it is a good match for their calling and goals.

This question was not directly addressed in the survey. However, it seems that most respondents and members do not believe calling a minister of color should be an explicit goal of the search process. As one person put it, “I think it’s very important that we always work to earn that label of antiracist church. But I’d be concerned about specifically aiming to call a minister of color and making that a box we check. That puts a huge burden on that person and is a lot of pressure given that we are a mostly white church.”

Another person noted, “It’s tokenizing, and dilutes [the minister’s] power.” There is an overriding conviction that we need someone who can help us advance our anti-racist vision for the church. This may or may not be a person of color.

Even so, as discussed earlier, experience engaging with these issues is desired. A small-group discussion with diverse members of the congregation found that “a deep understanding and appreciation of various non-white cultures is paramount. We need a minister who has actively engaged with and learned from multiple cultural contexts.”

Moreover, this discussion expressed that the pastor should possess a foundational understanding of what anti-racism entails. Namely, that “this indicates a desire for a minister who is committed to actively working towards dismantling system racism within the wider community. This understanding should inform their preaching, programming and leadership.”

### **Personal qualities**

We desire a pastor who speaks with honesty, warmth, and authenticity. Integrity and trustworthiness are essential. We hope for a person who is emotionally mature and grounded, leading with both compassion and care.

As one member shares: “My hope is that our next minister is authentic, loving, down-to-earth, and intelligent—someone who leads with humor and intentionality, and can help us navigate tumult with grace.”

Another writes: “I want a pastor who is sociable and genuinely interested in getting to know each of us. I value my spiritual development, and I want someone who can walk that path with me.”

## **Conclusion**

The leader we've described is a preacher and a teacher, a visionary and a collaborator, a caregiver and a justice advocate. We understand that these qualities are not a checklist to be completed, but a portrait of the dynamic, Spirit-led ministry we hope to find. We are not looking for a pastor to do the work for us, but a partner to equip, inspire, and walk alongside us as we do the work together.

This document is more than a job description; it's an expression of our congregation's heart and a hopeful prayer for our future. We are a community ready to be challenged, eager to grow, and excited to write the next chapter of our story with a new pastor who shares our commitment to a faith that is alive, relevant, and restorative for the world.

## **APPENDIX I: CONGREGATIONAL AND COMMUNITY LEADER CONVERSATIONS**

January 12, 2025	After Church Conversation
January 30, 2025	Zoom Conversation
February 23, 2025	10am Conversation
March 2, 2025	10am Conversation re Growth
April 6, 2025	10am Conversation: Inward vs Outward
April 13, 2025	Zoom with Online Worshipers
April 13, 2025	Young Adults
April 14, 2025	New Members
April 29 and May 5, 2025	Young Families
April 22, 24, 28, 30 and May 9, 2025	FCC Staff
April 27, May 1, 4, 8, 2025	People of Color
May 6, 2025	Bishop Brian Greene, Pentecostal Tabernacle
May 7, 2025	Denise Jillson, Harvard Square Business Assoc.
May 14, 2025	Pastor Steve Watson, Reservoir Church
May 18, 2025	10am Conversation: Follow-up to Survey



## **APPENDIX II: ADDITIONAL IDEAS FROM DISCOVERY SURVEY AND CONVERSATIONS**

### Intergenerational Connection

- Adult sponsor for child being confirmed (besides parents)
- Children participate in offertory/communion
- Teens serve on church committees
- More adults teach Godly Play
- Supper circles with intergenerational pairings; 6 - 8 in a group with rotating hosts.

### Worship

- Create a worship committee that works with staff to support both traditional and creative approaches to the service
- Advertising Night Song to the community. A more ritualistic, music-centered, evening service can be appealing to the broader community

### Online Worship:

- Zoom screen so we can see everyone who is online
- Zoom coffee hour after service
- Create more opportunities for connection among online worshipers

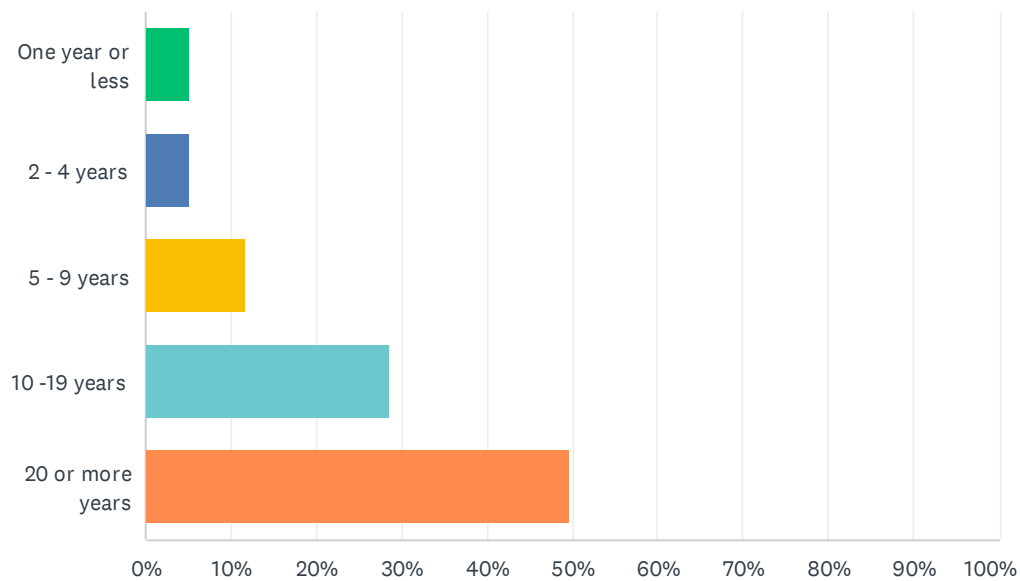
### Pastoral Care/Deeper intimacy among congregants

- Organized for Care is an intentional volunteer group that commits to visiting people who would like to be visited. Do we need a staff member to organize this or can it be congregation led?

## Appendix III: Summary of Survey Results

### Q1 1. How long have you been a member or participant in First Church?

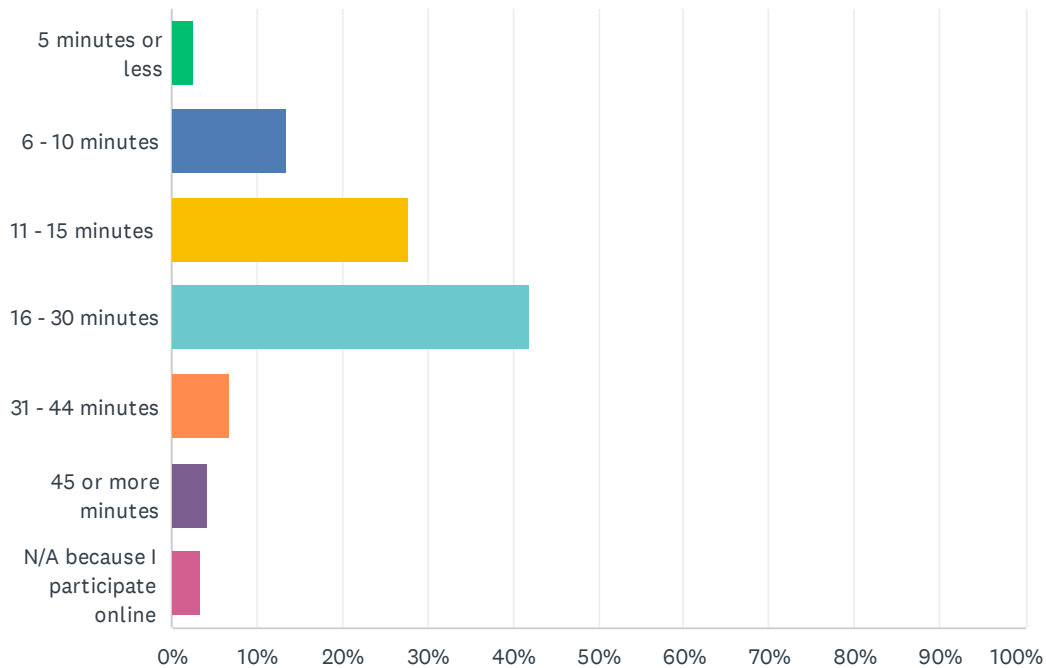
Answered: 119 Skipped: 1



ANSWER CHOICES	RESPONSES	
One year or less	5.04%	6
2 - 4 years	5.04%	6
5 - 9 years	11.76%	14
10 -19 years	28.57%	34
20 or more years	49.58%	59
TOTAL		119

## Q2 2. How long does it usually take you to travel from home to church?

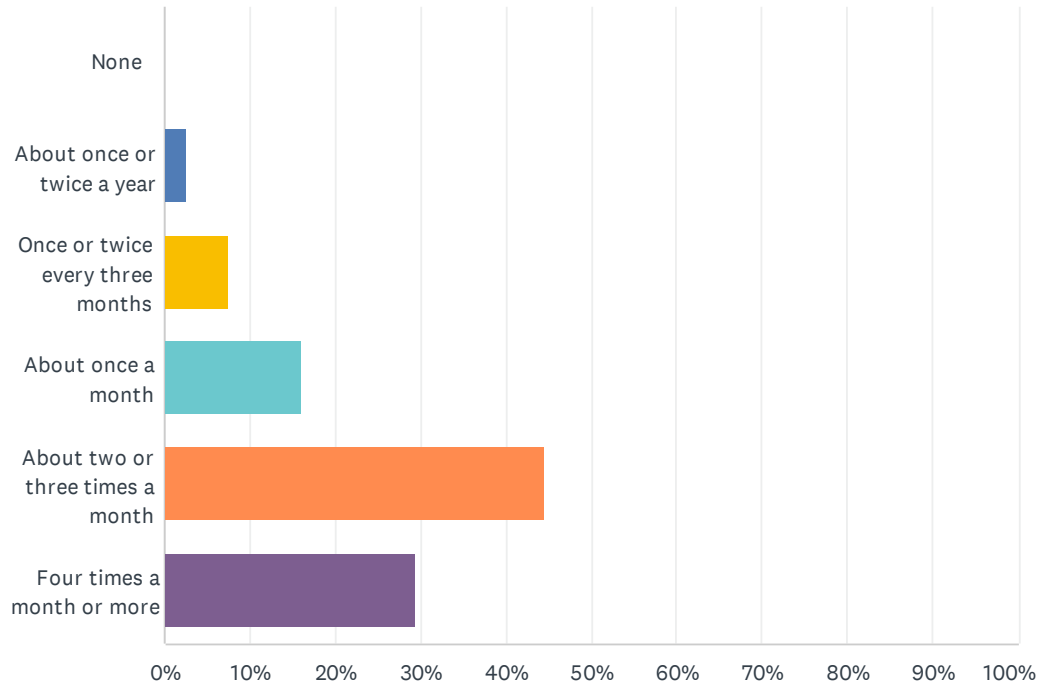
Answered: 119   Skipped: 1



ANSWER CHOICES	RESPONSES	
5 minutes or less	2.52%	3
6 - 10 minutes	13.45%	16
11 - 15 minutes	27.73%	33
16 - 30 minutes	42.02%	50
31 - 44 minutes	6.72%	8
45 or more minutes	4.20%	5
N/A because I participate online	3.36%	4
TOTAL		119

### Q3 3. On the average, about how many times have you attended church worship, in person or online, during the past year?

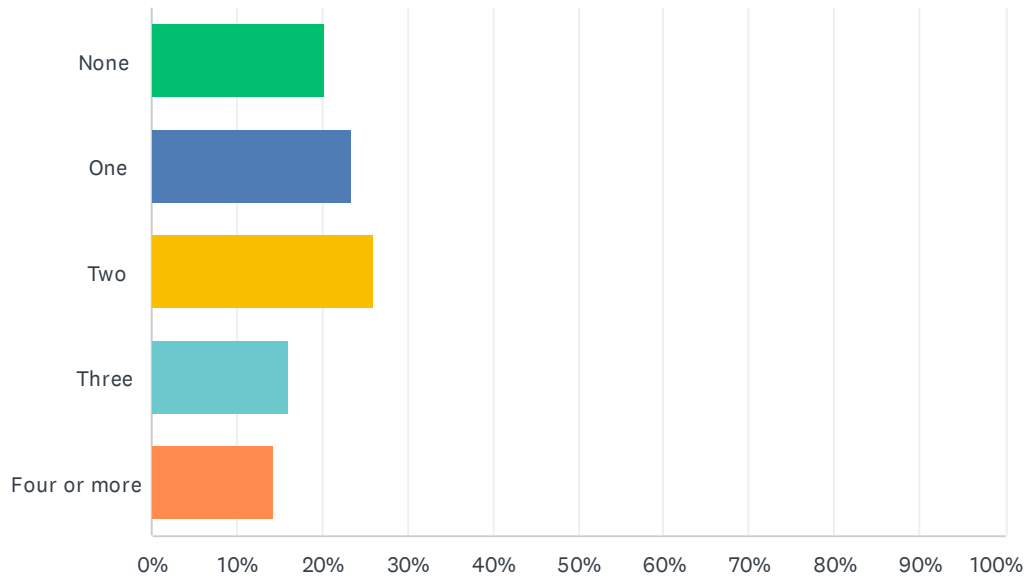
Answered: 119   Skipped: 1



ANSWER CHOICES	RESPONSES	
None	0.00%	0
About once or twice a year	2.52%	3
Once or twice every three months	7.56%	9
About once a month	15.97%	19
About two or three times a month	44.54%	53
Four times a month or more	29.41%	35
<b>TOTAL</b>		<b>119</b>

## Q4 4. In how many First Church committees and/or groups have you participated over the past year (not counting congregational membership itself)?

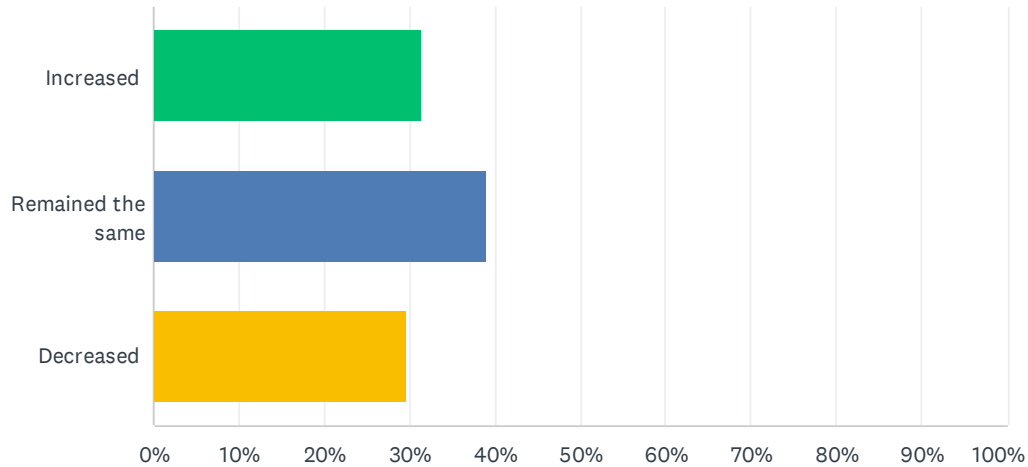
Answered: 119   Skipped: 1



ANSWER CHOICES	RESPONSES	
None	20.17%	24
One	23.53%	28
Two	26.05%	31
Three	15.97%	19
Four or more	14.29%	17
<b>TOTAL</b>		<b>119</b>

## Q5 5. Has your involvement in the congregation increased, decreased, or remained about the same in the last few years?

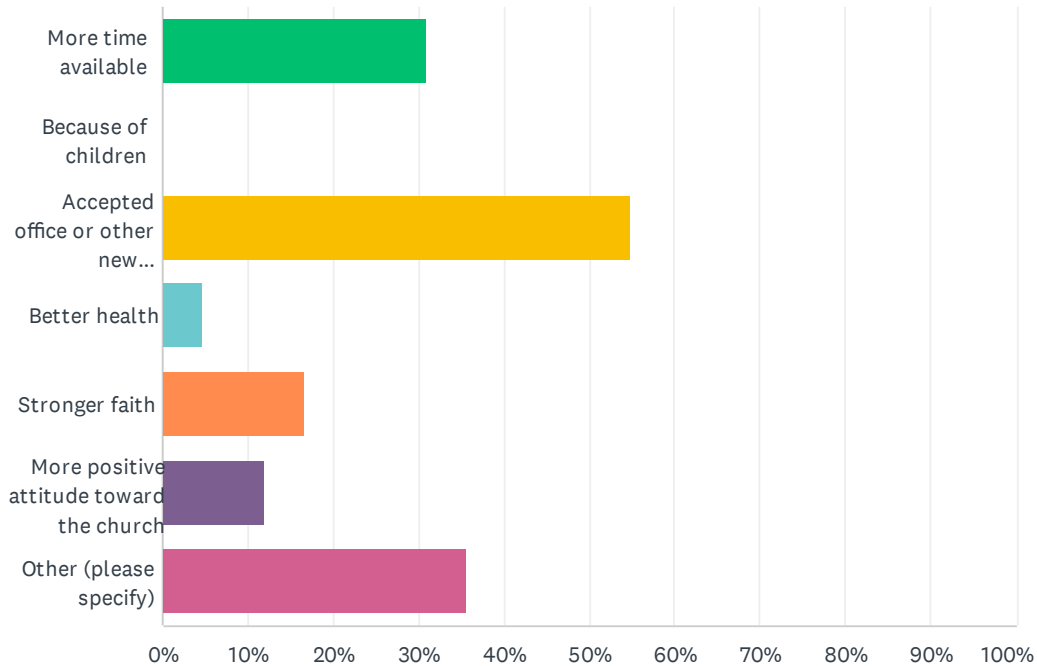
Answered: 118   Skipped: 2



ANSWER CHOICES	RESPONSES	
Increased	31.36%	37
Remained the same	38.98%	46
Decreased	29.66%	35
TOTAL		118

## Q6 If your participation has INCREASED, which of the following are reasons for that? (check all that apply):

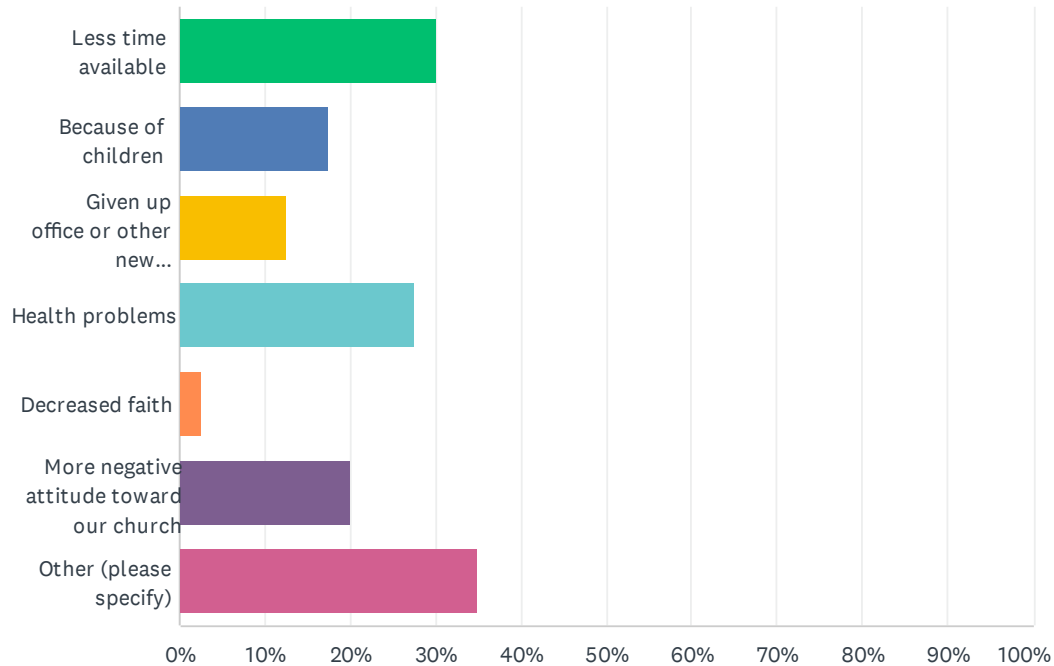
Answered: 42   Skipped: 78



ANSWER CHOICES	RESPONSES	
More time available	30.95%	13
Because of children	0.00%	0
Accepted office or other new responsibility in the church	54.76%	23
Better health	4.76%	2
Stronger faith	16.67%	7
More positive attitude toward the church	11.90%	5
Other (please specify)	35.71%	15
Total Respondents: 42		

## Q7 If your participation has DECREASED, which of the following are reasons for that? (check all that apply):

Answered: 40   Skipped: 80

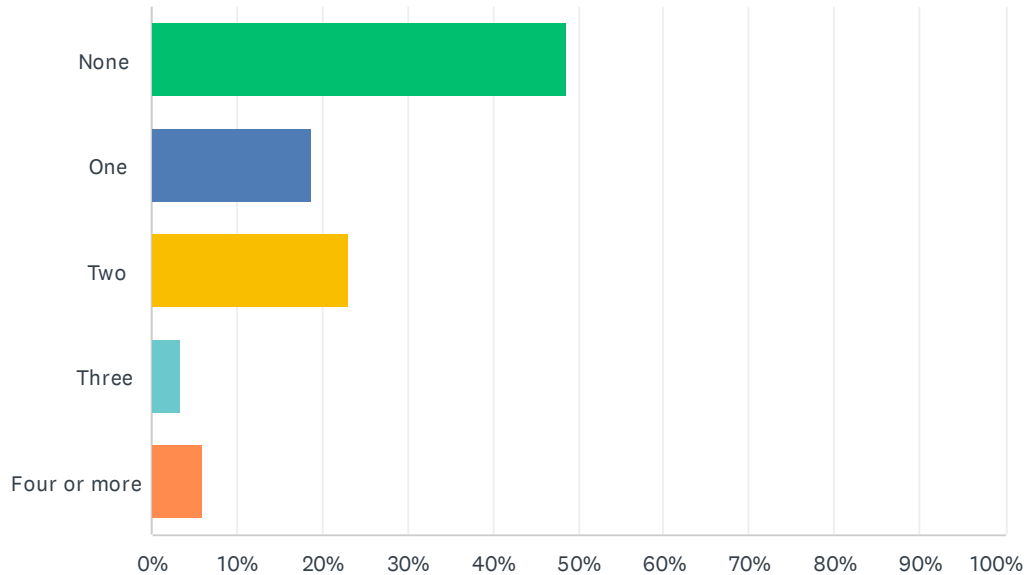


ANSWER CHOICES	RESPONSES	
Less time available	30.00%	12
Because of children	17.50%	7
Given up office or other new responsibility in the church	12.50%	5
Health problems	27.50%	11
Decreased faith	2.50%	1
More negative attitude toward our church	20.00%	8
Other (please specify)	35.00%	14
Total Respondents: 40		



## Q8 6. How many persons or families have you invited to visit or join the church in the past year?

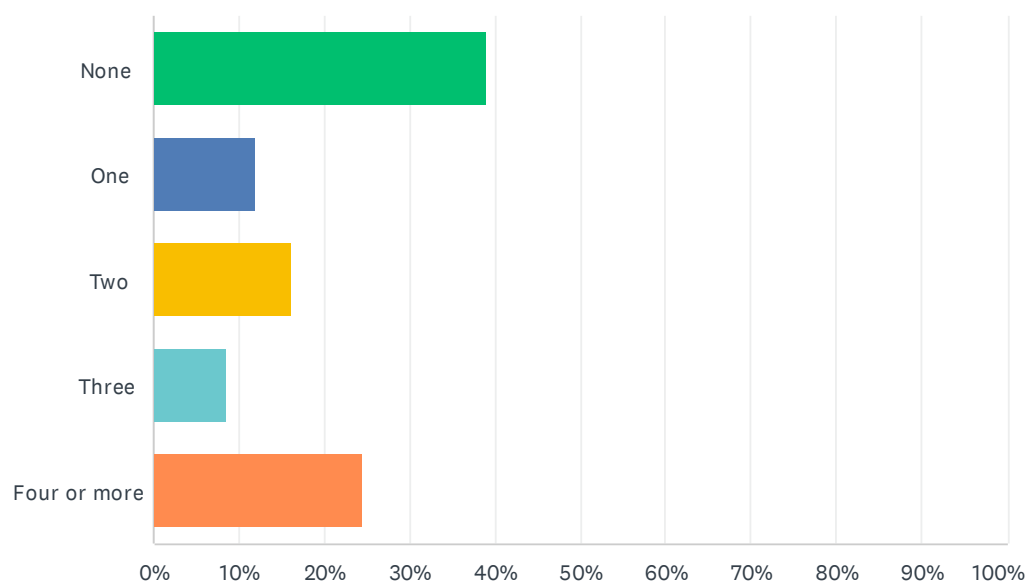
Answered: 117 Skipped: 3



ANSWER CHOICES	RESPONSES	
None	48.72%	57
One	18.80%	22
Two	23.08%	27
Three	3.42%	4
Four or more	5.98%	7
TOTAL		117

## Q9 7. How many of your closest friends attend this church?

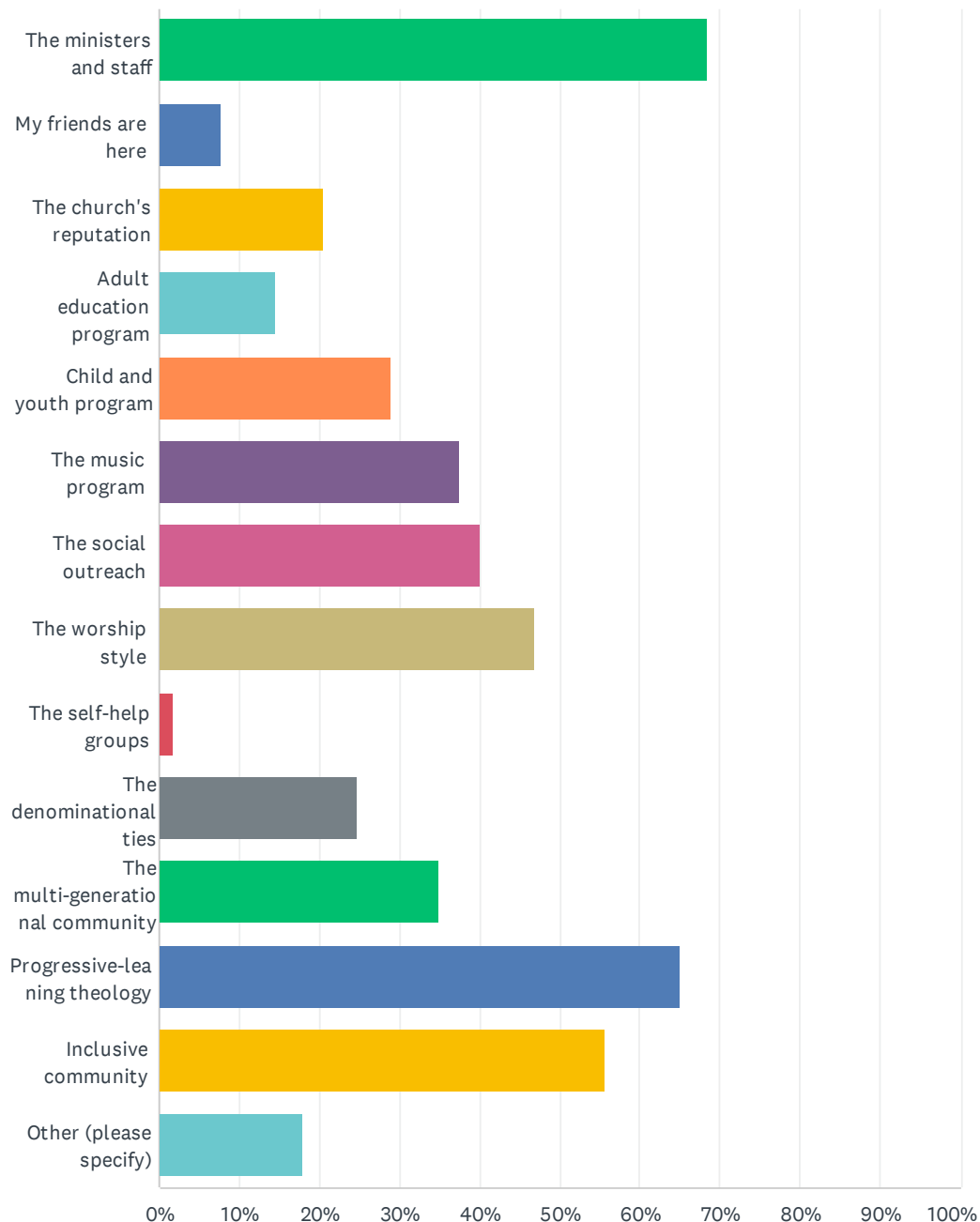
Answered: 118   Skipped: 2



ANSWER CHOICES	RESPONSES	
None	38.98%	46
One	11.86%	14
Two	16.10%	19
Three	8.47%	10
Four or more	24.58%	29
TOTAL		118

**Q10 In thinking about what ORIGINALLY attracted you to First Church, select from the list below those reasons that best match your reasons for coming. You may select more than one.**

Answered: 117 Skipped: 3

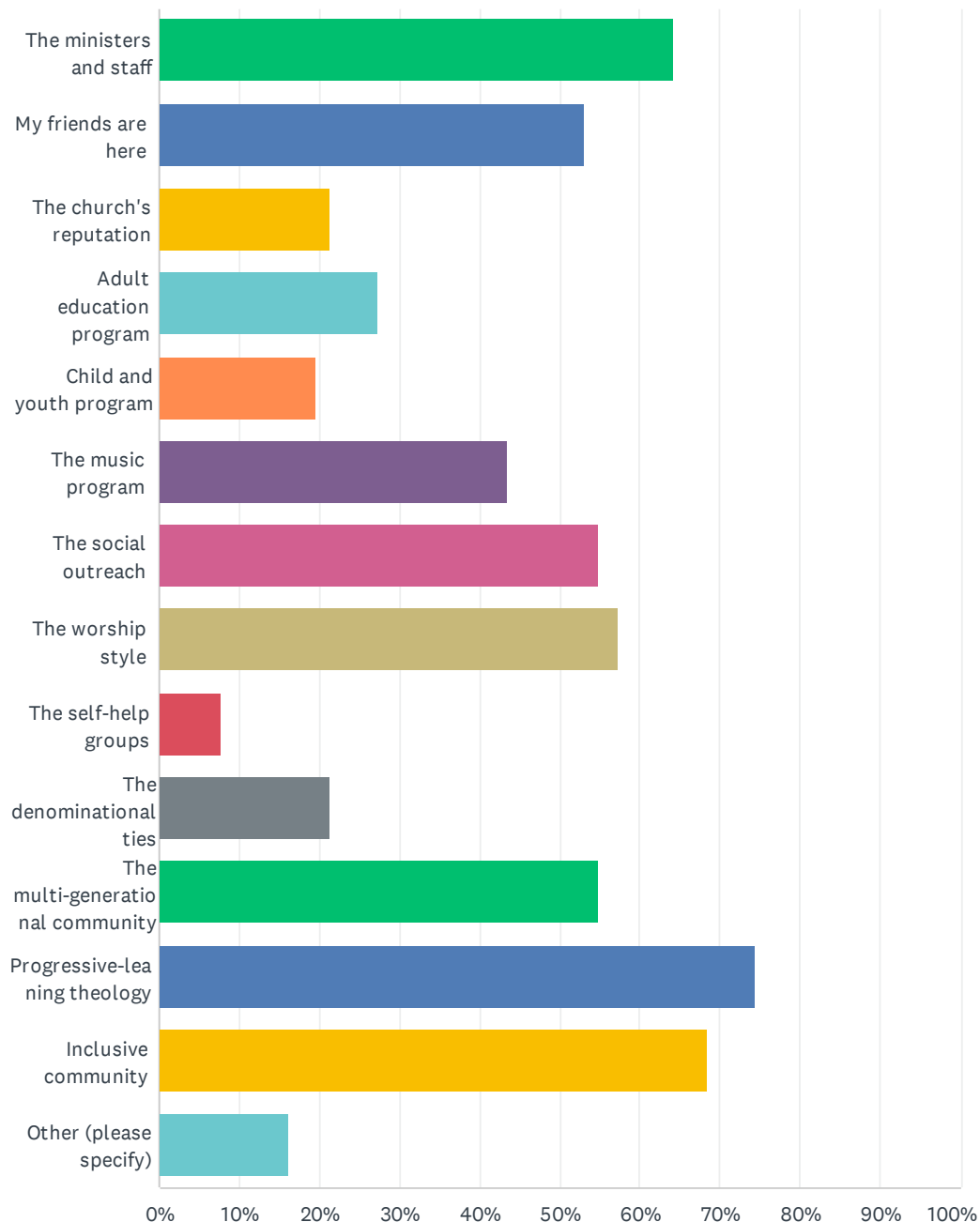


# First Church Cambridge Pastoral Search Inventory

ANSWER CHOICES	RESPONSES	
The ministers and staff	68.38%	80
My friends are here	7.69%	9
The church's reputation	20.51%	24
Adult education program	14.53%	17
Child and youth program	29.06%	34
The music program	37.61%	44
The social outreach	40.17%	47
The worship style	47.01%	55
The self-help groups	1.71%	2
The denominational ties	24.79%	29
The multi-generational community	35.04%	41
Progressive-leaning theology	64.96%	76
Inclusive community	55.56%	65
Other (please specify)	17.95%	21
Total Respondents: 117		

**Q11 In thinking about what KEEPS you as part of this congregation, select from the list below those reasons that best match your reasons for staying. You may select more than one.**

Answered: 117 Skipped: 3

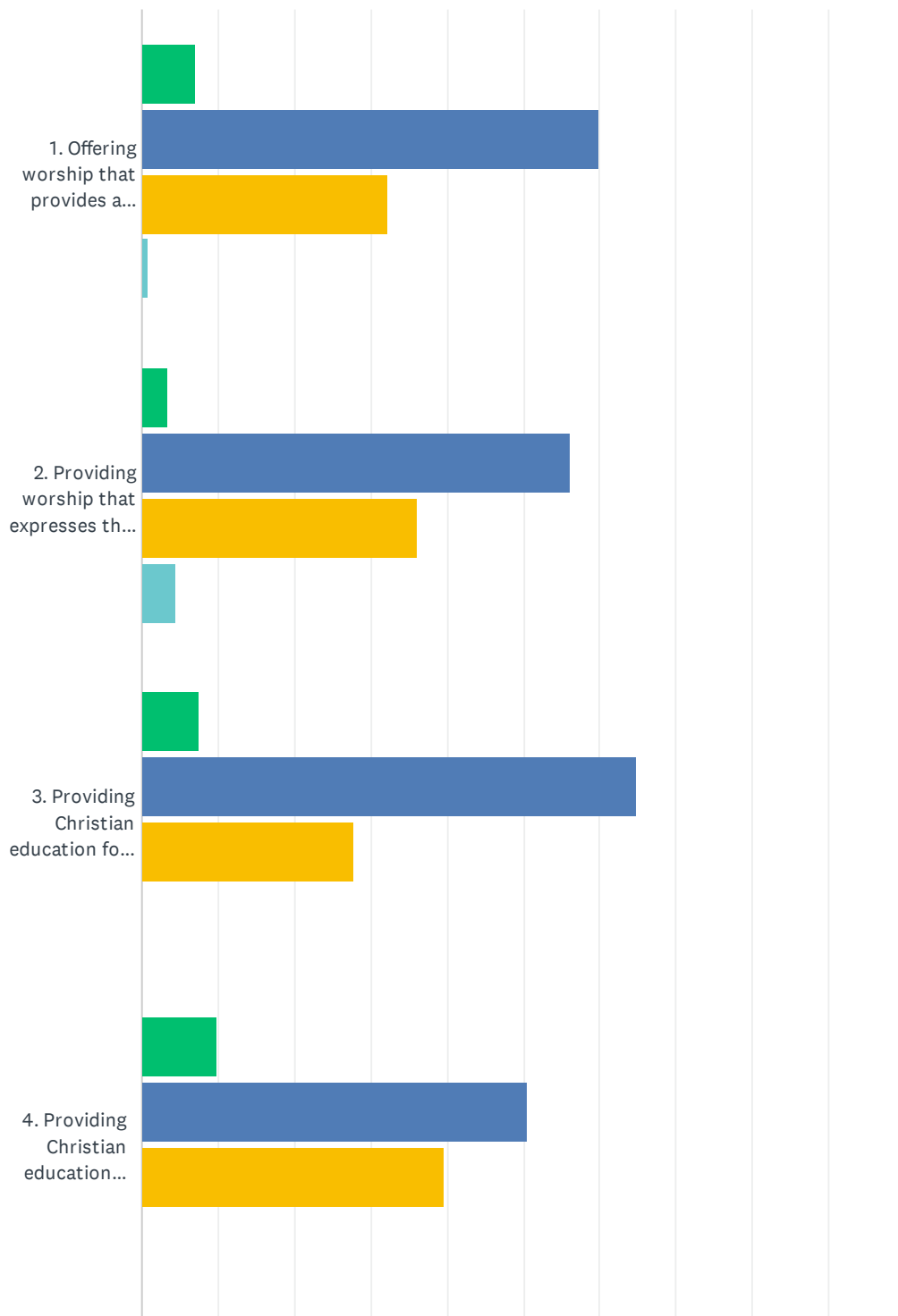


# First Church Cambridge Pastoral Search Inventory

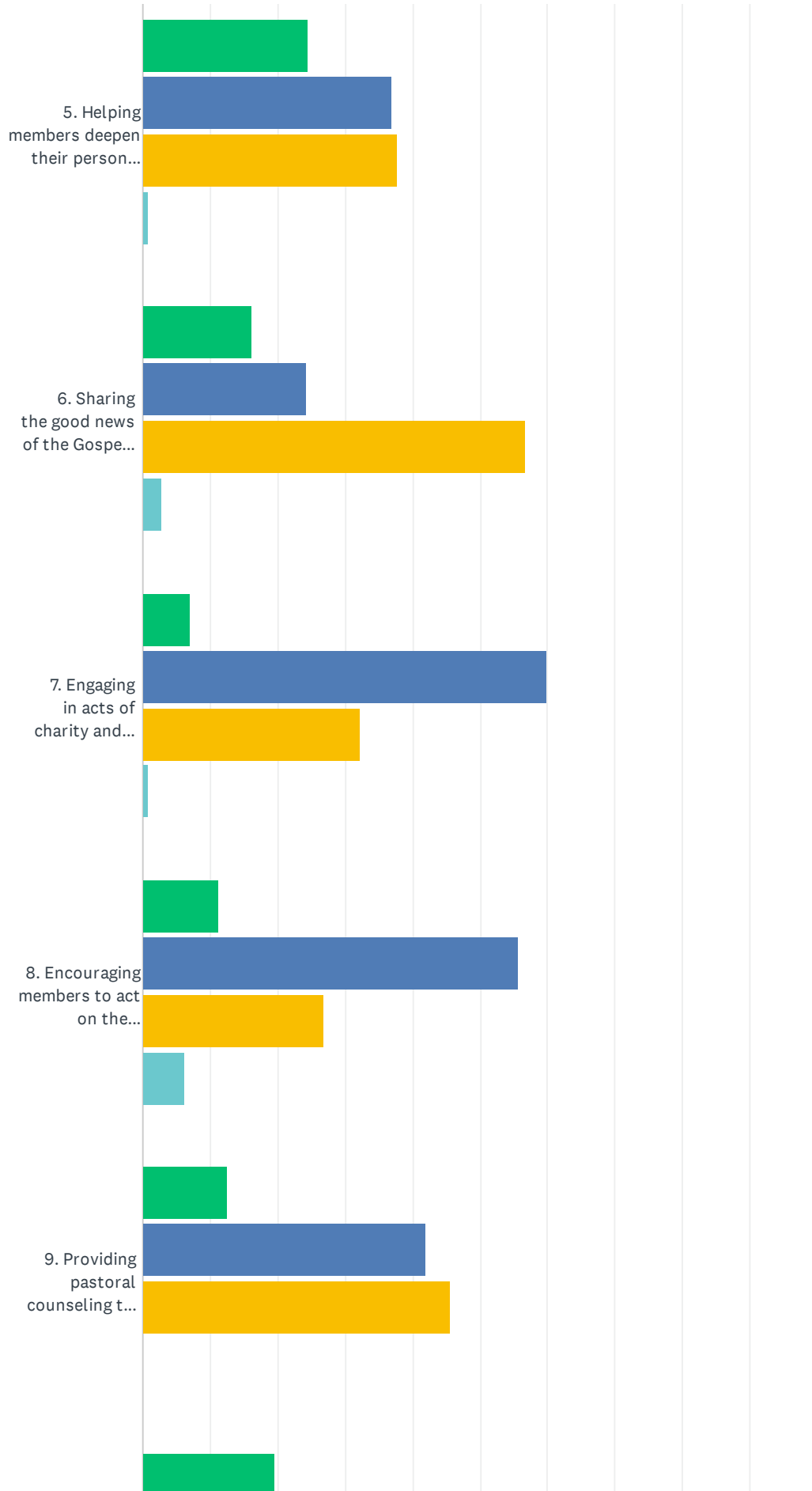
ANSWER CHOICES	RESPONSES	
The ministers and staff	64.10%	75
My friends are here	52.99%	62
The church's reputation	21.37%	25
Adult education program	27.35%	32
Child and youth program	19.66%	23
The music program	43.59%	51
The social outreach	54.70%	64
The worship style	57.26%	67
The self-help groups	7.69%	9
The denominational ties	21.37%	25
The multi-generational community	54.70%	64
Progressive-leaning theology	74.36%	87
Inclusive community	68.38%	80
Other (please specify)	16.24%	19
Total Respondents: 117		

Q12 Listed below are a number of tasks that a local church is likely to perform. Please respond to each item by indicating whether you feel your congregation needs to give it more emphasis; whether you are very or generally satisfied with your congregation's current performance of the task; or whether you feel the task currently receives too much emphasis.

Answered: 115   Skipped: 5

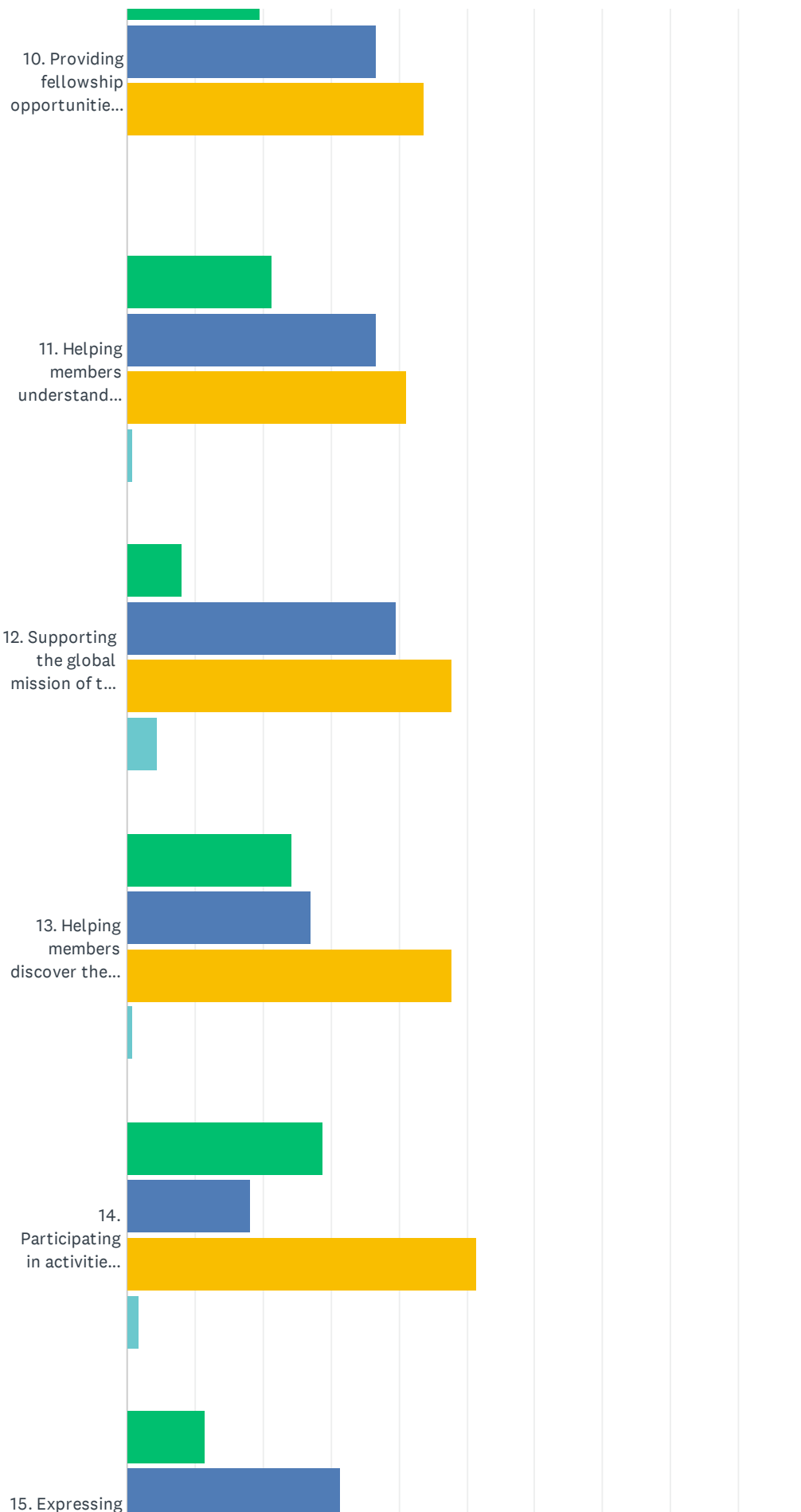


# First Church Cambridge Pastoral Search Inventory

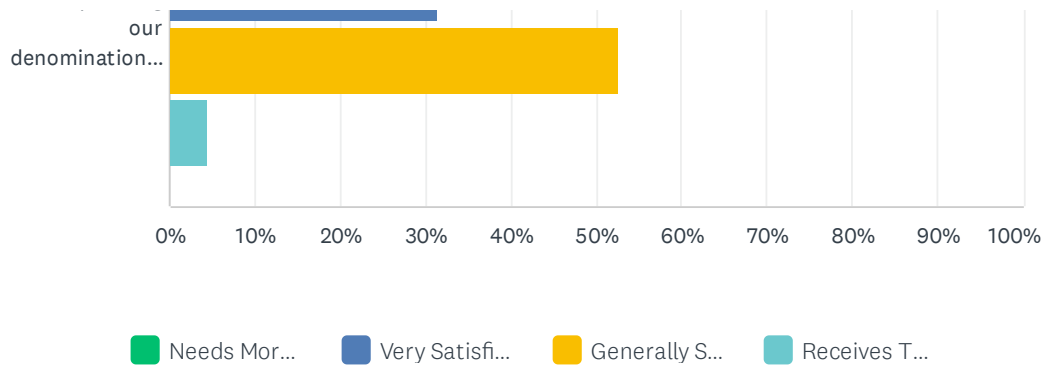




# First Church Cambridge Pastoral Search Inventory



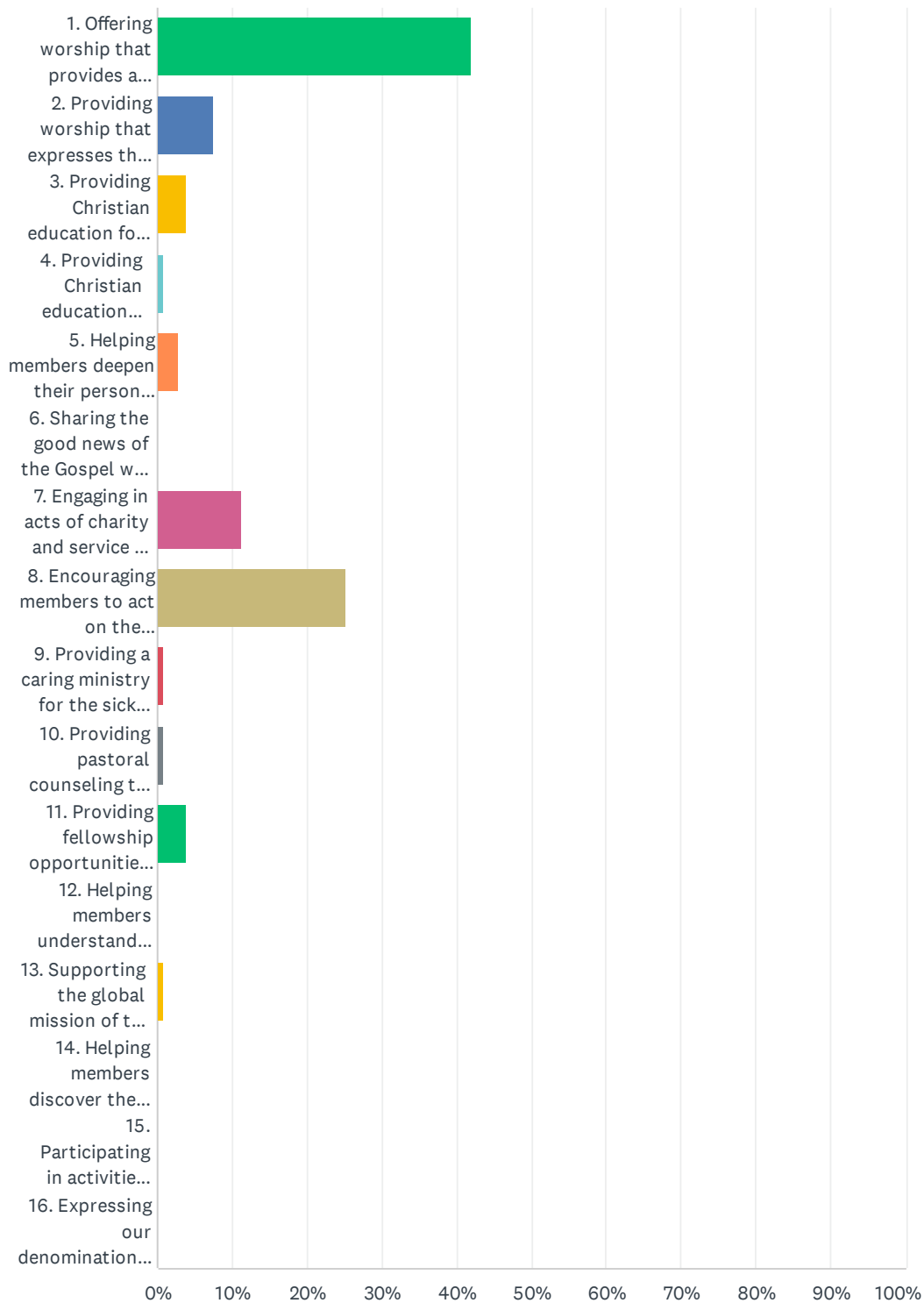
## First Church Cambridge Pastoral Search Inventory



	NEEDS MORE EMPHASIS	VERY SATISFIED	GENERALLY SATISFIED	RECEIVES TOO MUCH EMPHASIS	TOTAL
1. Offering worship that provides a meaningful experience of God and the Christian tradition	6.96% 8	60.00% 69	32.17% 37	0.87% 1	115
2. Providing worship that expresses the Gospel in contemporary language and forms	3.51% 4	56.14% 64	35.96% 41	4.39% 5	114
3. Providing Christian education for children and youth	7.41% 8	64.81% 70	27.78% 30	0.00% 0	108
4. Providing Christian education programs for adults	9.91% 11	50.45% 56	39.64% 44	0.00% 0	111
5. Helping members deepen their personal, spiritual relationship with God	24.56% 28	36.84% 42	37.72% 43	0.88% 1	114
6. Sharing the good news of the Gospel with the unchurched	16.22% 18	24.32% 27	56.76% 63	2.70% 3	111
7. Engaging in acts of charity and service to persons in need	6.96% 8	60.00% 69	32.17% 37	0.87% 1	115
8. Encouraging members to act on the relationship of the Christian faith to social, political, and economic issues	11.30% 13	55.65% 64	26.96% 31	6.09% 7	115
9. Providing pastoral counseling to help members deal with personal problems	12.50% 14	41.96% 47	45.54% 51	0.00% 0	112
10. Providing fellowship opportunities for members	19.64% 22	36.61% 41	43.75% 49	0.00% 0	112
11. Helping members understand their use of money, time and talents as expressions of Christian stewardship	21.43% 24	36.61% 41	41.07% 46	0.89% 1	112
12. Supporting the global mission of the church/denomination	8.11% 9	39.64% 44	47.75% 53	4.50% 5	111
13. Helping members discover their own gifts for ministry and service	24.32% 27	27.03% 30	47.75% 53	0.90% 1	111
14. Participating in activities and programs with other local religious groups	28.83% 32	18.02% 20	51.35% 57	1.80% 2	111
15. Expressing our denominational heritage/tradition	11.61% 13	31.25% 35	52.68% 59	4.46% 5	112

## Q13 Overall, which ONE task does your congregation do best?

Answered: 107 Skipped: 13

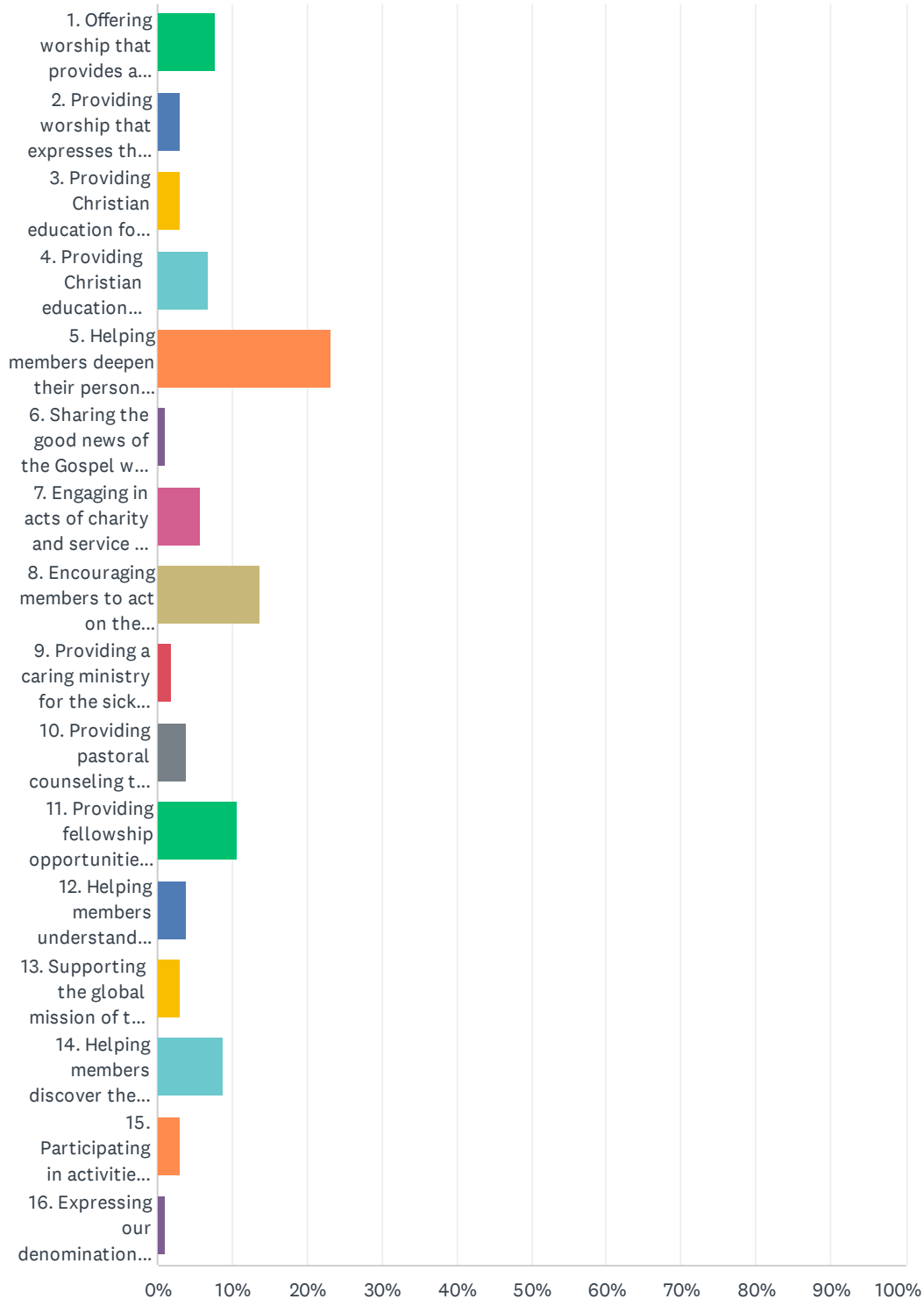


## First Church Cambridge Pastoral Search Inventory

ANSWER CHOICES	RESPONSES	
1. Offering worship that provides a meaningful experience of God and the Christian tradition	42.06%	45
2. Providing worship that expresses the Gospel in contemporary language and forms	7.48%	8
3. Providing Christian education for children and youth	3.74%	4
4. Providing Christian education programs for adults	0.93%	1
5. Helping members deepen their personal, spiritual relationship with God	2.80%	3
6. Sharing the good news of the Gospel with others	0.00%	0
7. Engaging in acts of charity and service to persons in need	11.21%	12
8. Encouraging members to act on the relationship of the Christian faith to social, political, and economic issues	25.23%	27
9. Providing a caring ministry for the sick, shut-ins and the bereaved	0.93%	1
10. Providing pastoral counseling to help members deal with personal problems	0.93%	1
11. Providing fellowship opportunities for members	3.74%	4
12. Helping members understand their use of money, time and talents as expressions of Christian stewardship	0.00%	0
13. Supporting the global mission of the church/denomination	0.93%	1
14. Helping members discover their own gifts for ministry and service	0.00%	0
15. Participating in activities and programs with other local religious groups	0.00%	0
16. Expressing our denominational heritage/tradition	0.00%	0
TOTAL		107

## Q14 For the sake of your own personal involvement in your congregation, which ONE task would you most like to see strengthened?

Answered: 103 Skipped: 17

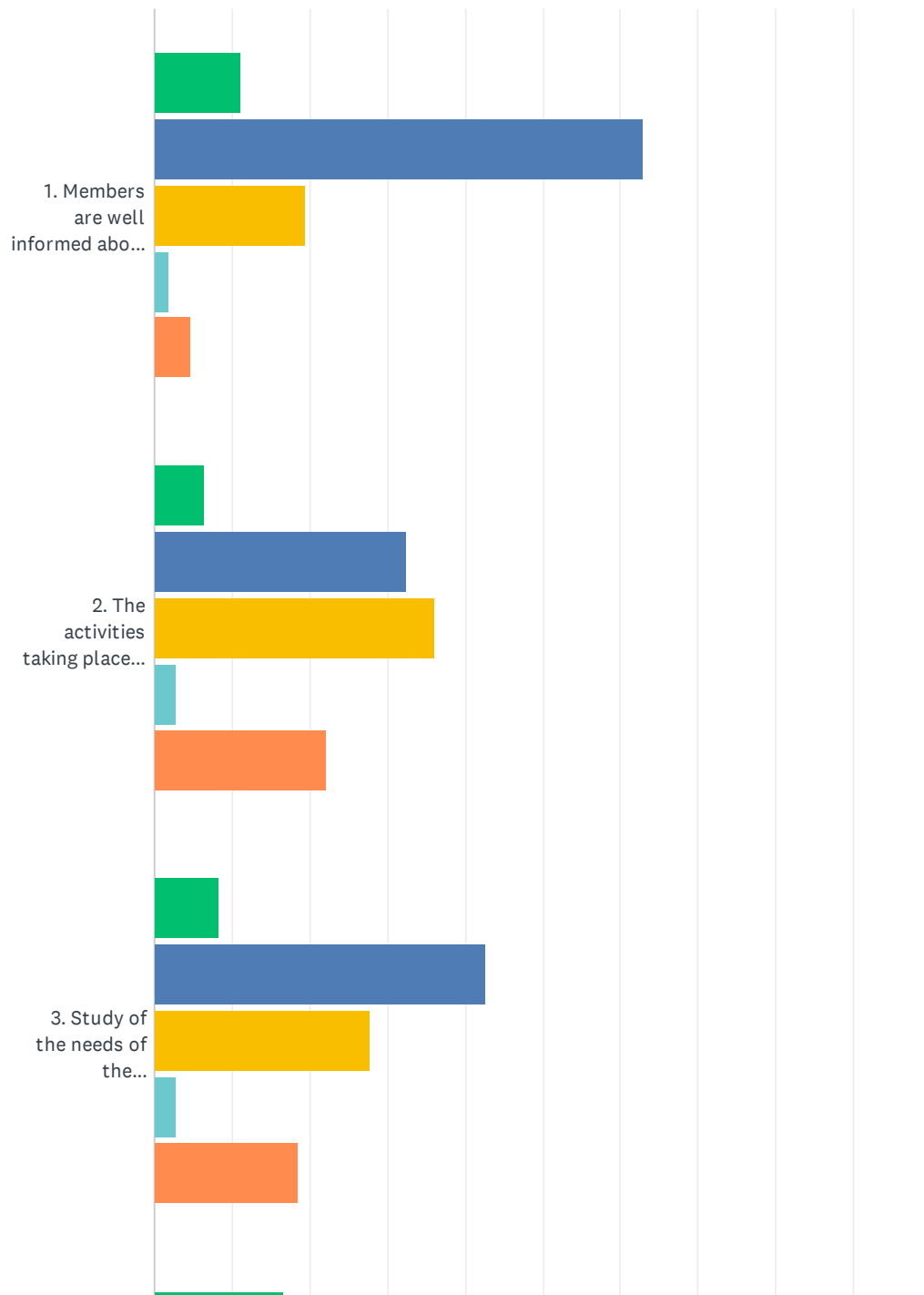


## First Church Cambridge Pastoral Search Inventory

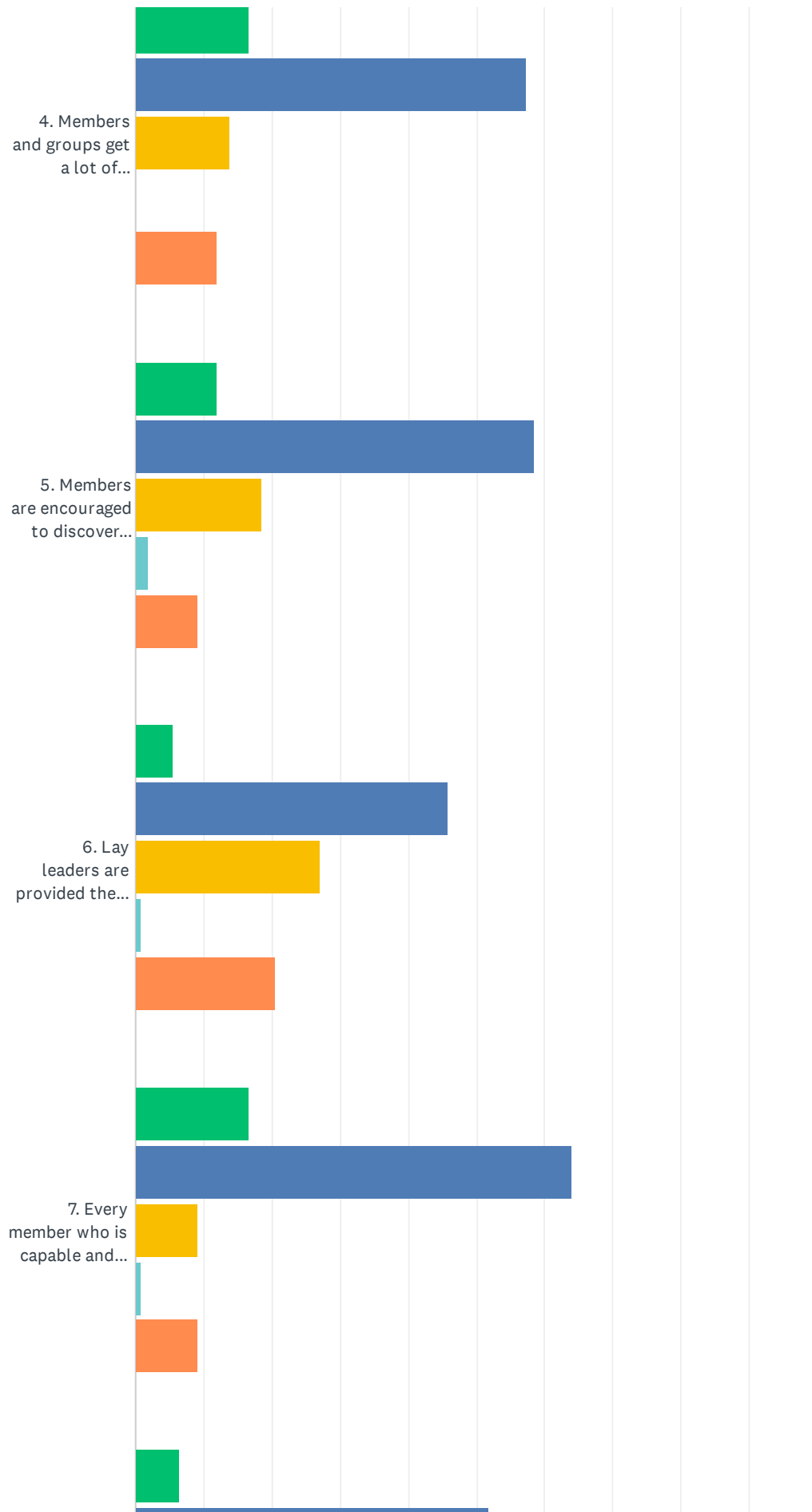
ANSWER CHOICES	RESPONSES	
1. Offering worship that provides a meaningful experience of God and the Christian tradition	7.77%	8
2. Providing worship that expresses the Gospel in contemporary language and forms	2.91%	3
3. Providing Christian education for children and youth	2.91%	3
4. Providing Christian education programs for adults	6.80%	7
5. Helping members deepen their personal, spiritual relationship with God	23.30%	24
6. Sharing the good news of the Gospel with others	0.97%	1
7. Engaging in acts of charity and service to persons in need	5.83%	6
8. Encouraging members to act on the relationship of the Christian faith to social, political, and economic issues	13.59%	14
9. Providing a caring ministry for the sick, shut-ins and the bereaved	1.94%	2
10. Providing pastoral counseling to help members deal with personal problems	3.88%	4
11. Providing fellowship opportunities for members	10.68%	11
12. Helping members understand their use of money, time and talents as expressions of Christian stewardship	3.88%	4
13. Supporting the global mission of the church/denomination	2.91%	3
14. Helping members discover their own gifts for ministry and service	8.74%	9
15. Participating in activities and programs with other local religious groups	2.91%	3
16. Expressing our denominational heritage/tradition	0.97%	1
TOTAL		103

Q15 In order to carry out its tasks, every church must deal with certain organizational issues, such as making decisions, sharing information, and developing resources. Listed below are a number of statements describing such issues. To what extent do you agree or disagree that each statement describes your congregation? A "Don't Know" response is provided, but please use it only when absolutely necessary.

Answered: 108   Skipped: 12

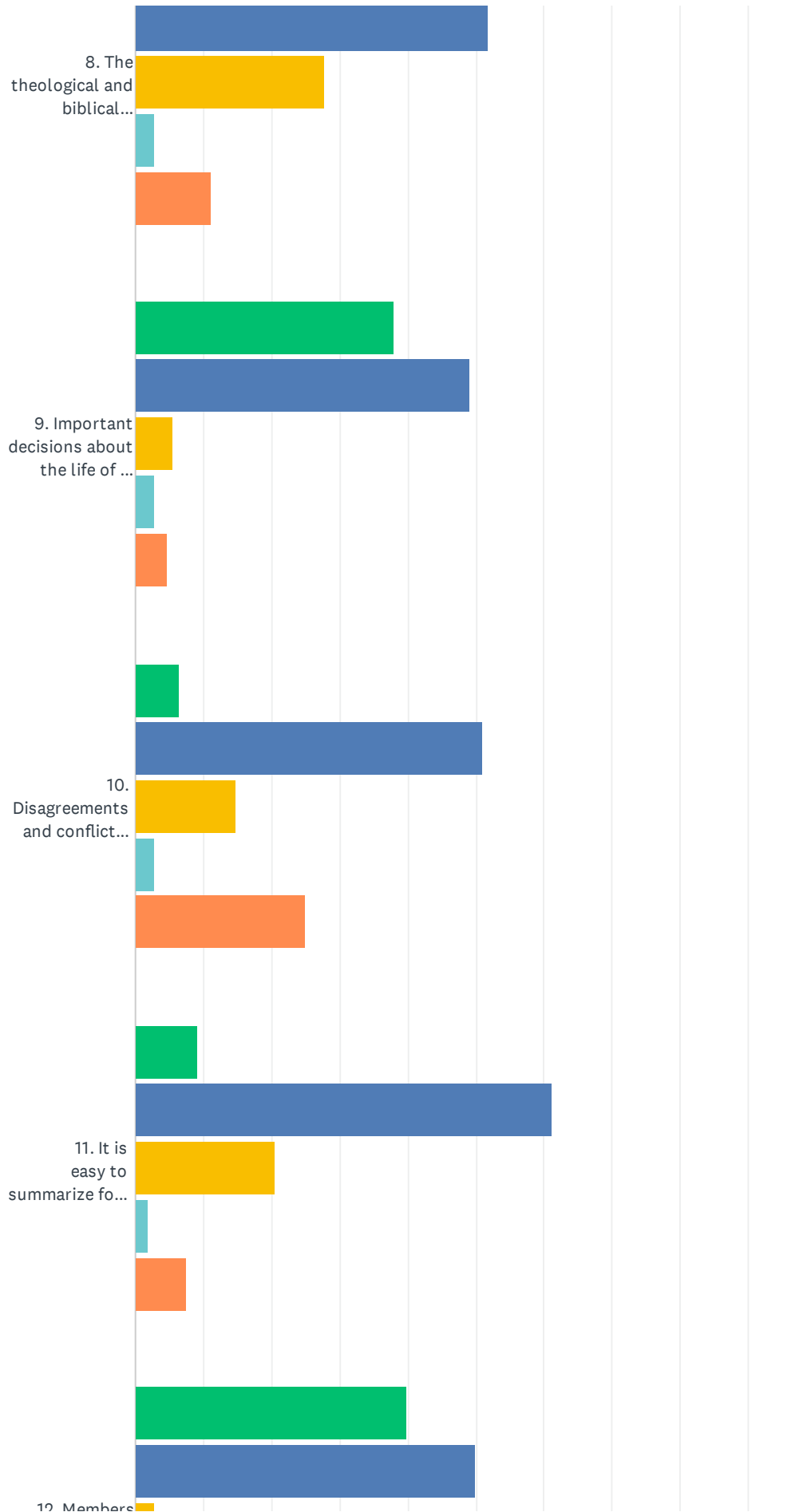


# First Church Cambridge Pastoral Search Inventory

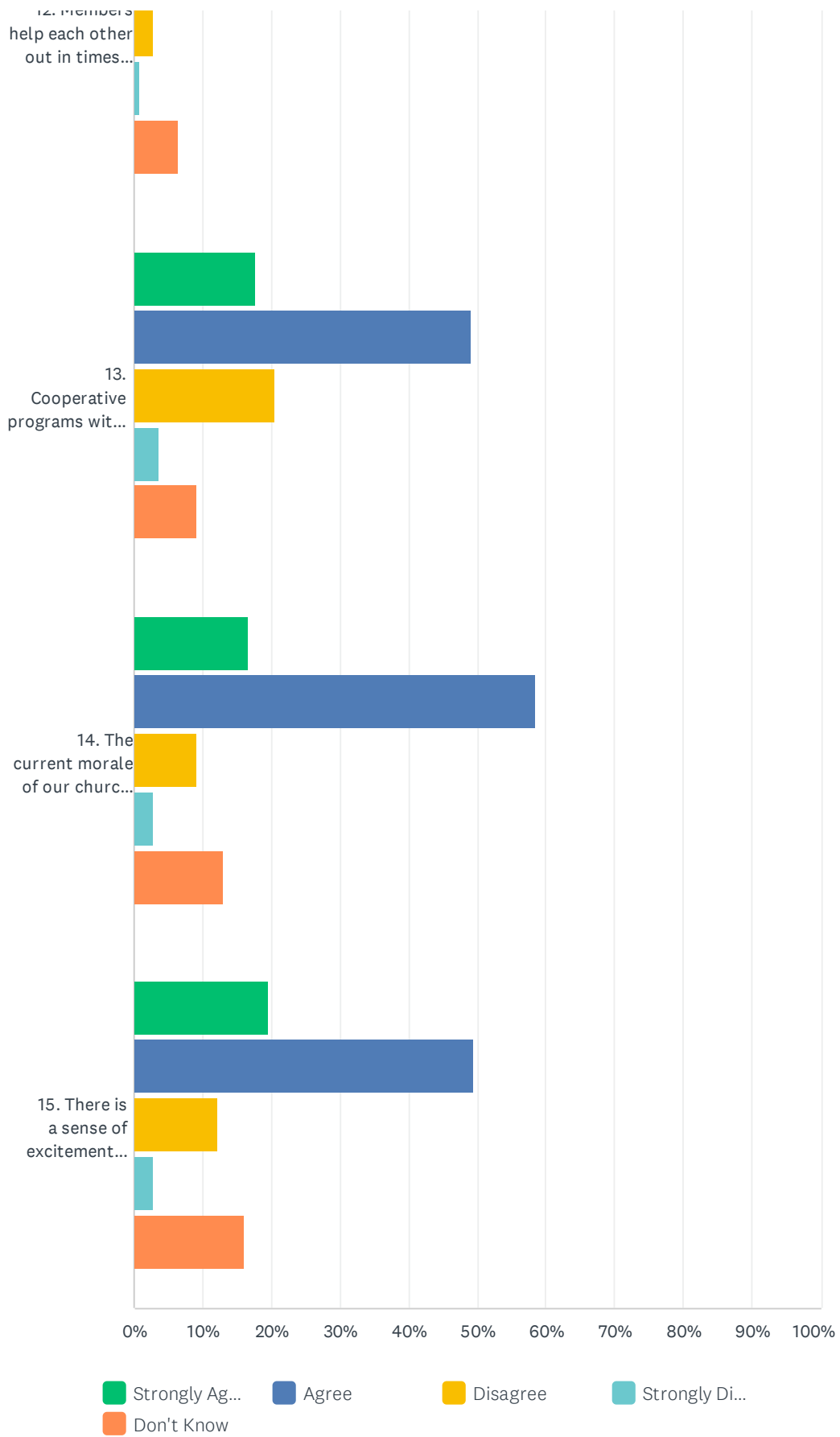




# First Church Cambridge Pastoral Search Inventory



# First Church Cambridge Pastoral Search Inventory

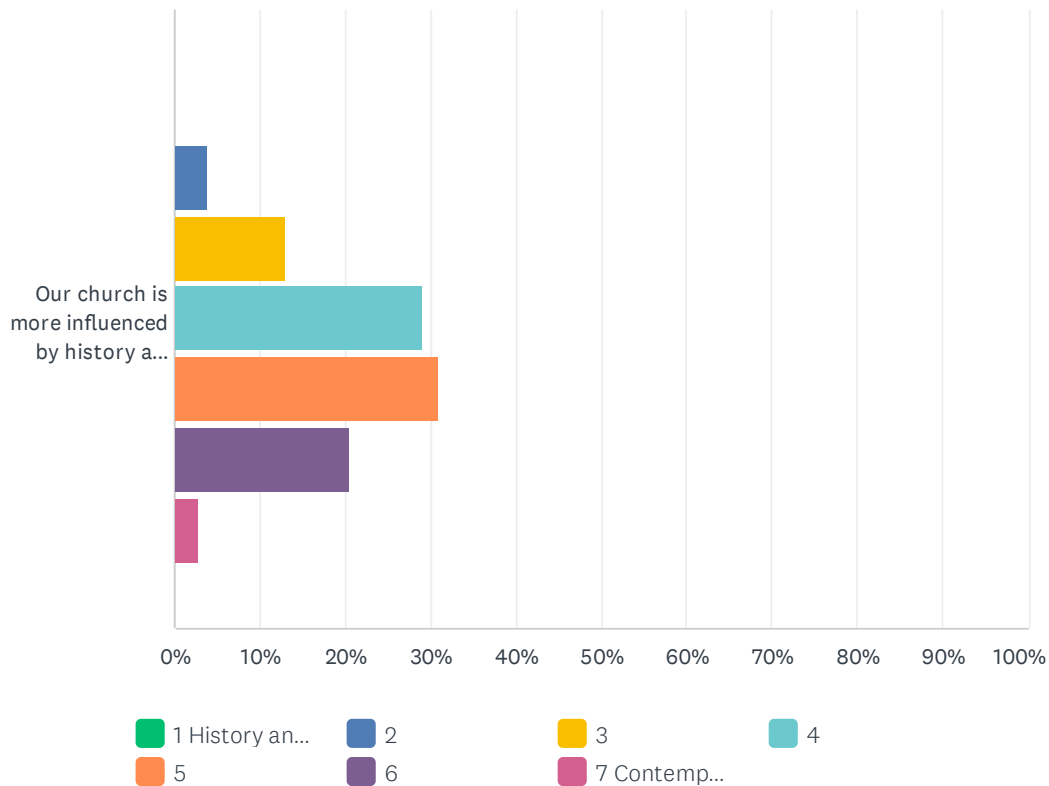


# First Church Cambridge Pastoral Search Inventory

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	DON'T KNOW	TOTAL
1. Members are well informed about what the various committees and groups in the church are doing.	11.11% 12	62.96% 68	19.44% 21	1.85% 2	4.63% 5	108
2. The activities taking place in the congregation are well publicized to the surrounding community	6.48% 7	32.41% 35	36.11% 39	2.78% 3	22.22% 24	108
3. Study of the needs of the congregation and the community is regularly undertaken as the basis for church planning	8.33% 9	42.59% 46	27.78% 30	2.78% 3	18.52% 20	108
4. Members and groups get a lot of support and encouragement for trying something new in the congregation	16.67% 18	57.41% 62	13.89% 15	0.00% 0	12.04% 13	108
5. Members are encouraged to discover their particular gifts for ministry and service	12.04% 13	58.33% 63	18.52% 20	1.85% 2	9.26% 10	108
6. Lay leaders are provided the training they need for their committee and task assignments	5.61% 6	45.79% 49	27.10% 29	0.93% 1	20.56% 22	107
7. Every member who is capable and interested has an equal opportunity to hold key leadership positions	16.67% 18	63.89% 69	9.26% 10	0.93% 1	9.26% 10	108
8. The theological and biblical implications of important decisions are regularly discussed	6.48% 7	51.85% 56	27.78% 30	2.78% 3	11.11% 12	108
9. Important decisions about the life of the church are rarely made without open discussion by church leaders and members	37.96% 41	49.07% 53	5.56% 6	2.78% 3	4.63% 5	108
10. Disagreements and conflicts are dealt with openly rather than hushed up or hidden behind closed doors	6.48% 7	50.93% 55	14.81% 16	2.78% 3	25.00% 27	108
11. It is easy to summarize for visitors and non-members how our congregation differs from other congregations in the area	9.26% 10	61.11% 66	20.37% 22	1.85% 2	7.41% 8	108
12. Members help each other out in times of trouble	39.81% 43	50.00% 54	2.78% 3	0.93% 1	6.48% 7	108
13. Cooperative programs with churches of other denominations are highly valued in our church	17.59% 19	49.07% 53	20.37% 22	3.70% 4	9.26% 10	108
14. The current morale of our church membership is high	16.67% 18	58.33% 63	9.26% 10	2.78% 3	12.96% 14	108
15. There is a sense of excitement among members about our church's future	19.63% 21	49.53% 53	12.15% 13	2.80% 3	15.89% 17	107

Q16 Listed below are several alternatives touching upon important dimensions of a church's identity. Using the seven point scale between each set of alternatives, please check the number which best describes where your congregation falls, "1" meaning most like the characteristic on the left, "7" meaning most like the characteristic on the right, "4" meaning an equal mix of both. 1.

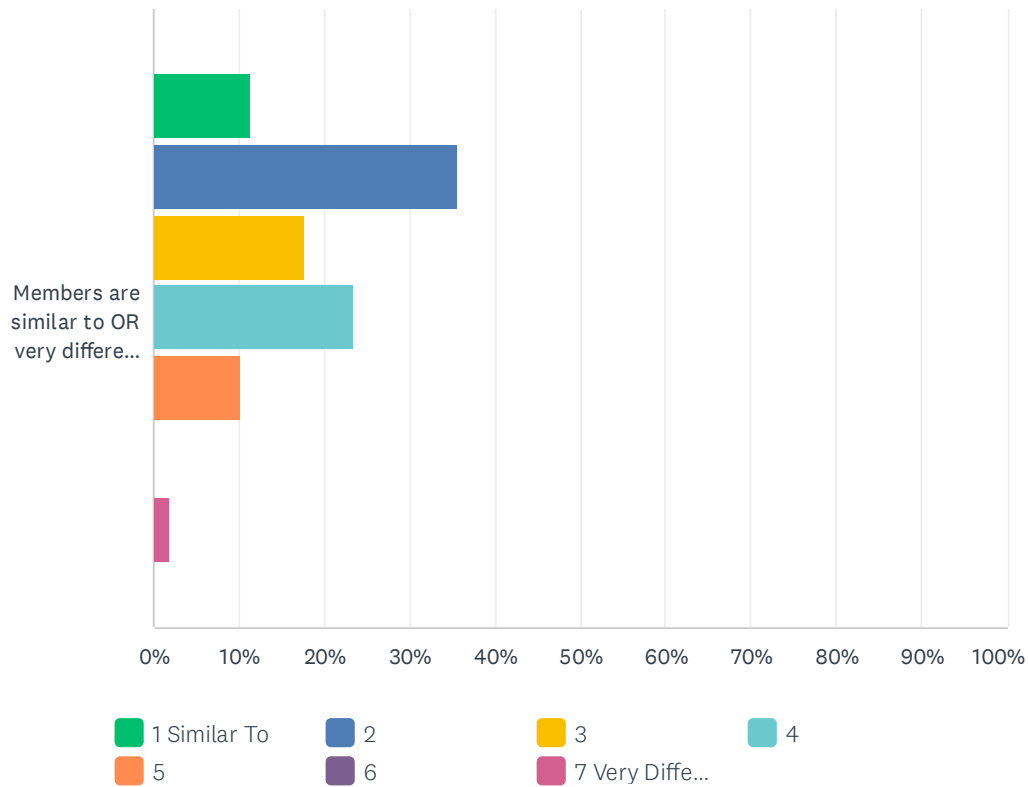
Answered: 107 Skipped: 13



	1 HISTORY AND TRADITION	2	3	4	5	6	7 CONTEMPORARY IDEAS	TOTAL
Our church is more influenced by history and tradition OR by contemporary ideas and trends.	0.00% 0	3.74% 4	13.08% 14	28.97% 31	30.84% 33	20.56% 22	2.80% 3	107

## Q17 2.

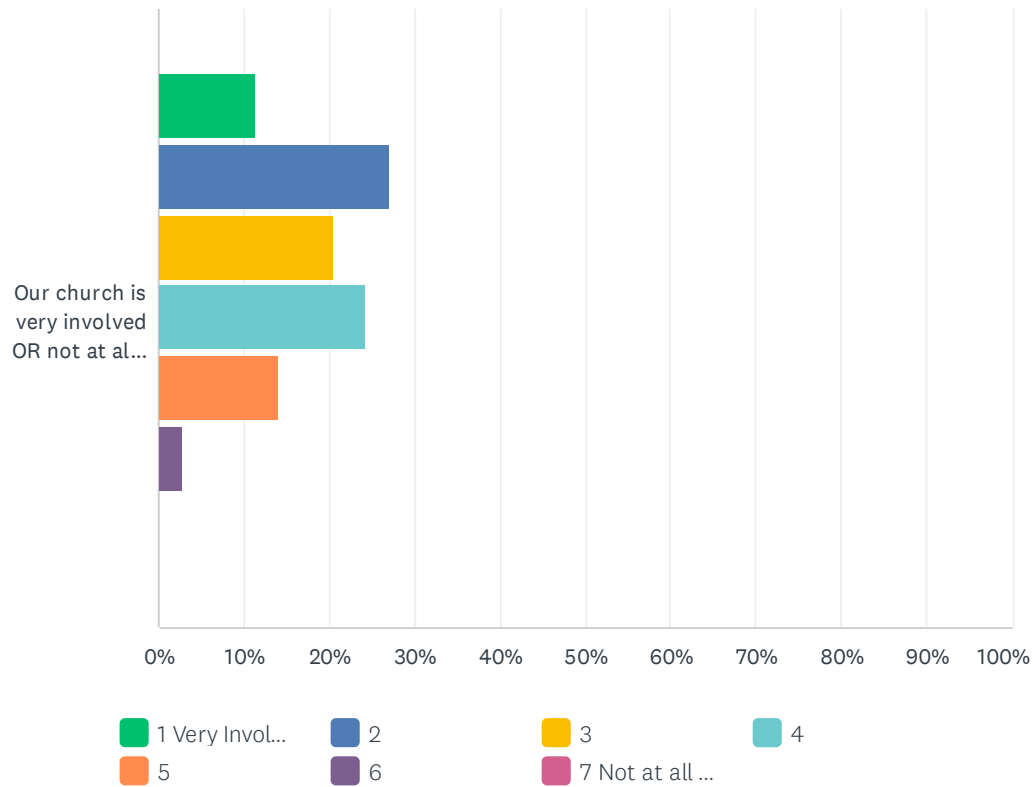
Answered: 107 Skipped: 13



	1 SIMILAR TO	2	3	4	5	6	7 VERY DIFFERENT FROM	TOTAL
Members are similar to OR very different from the people who live immediately around the church.	11.21% 12	35.51% 38	17.76% 19	23.36% 25	10.28% 11	0.00% 0	1.87% 2	107

## Q18 3.

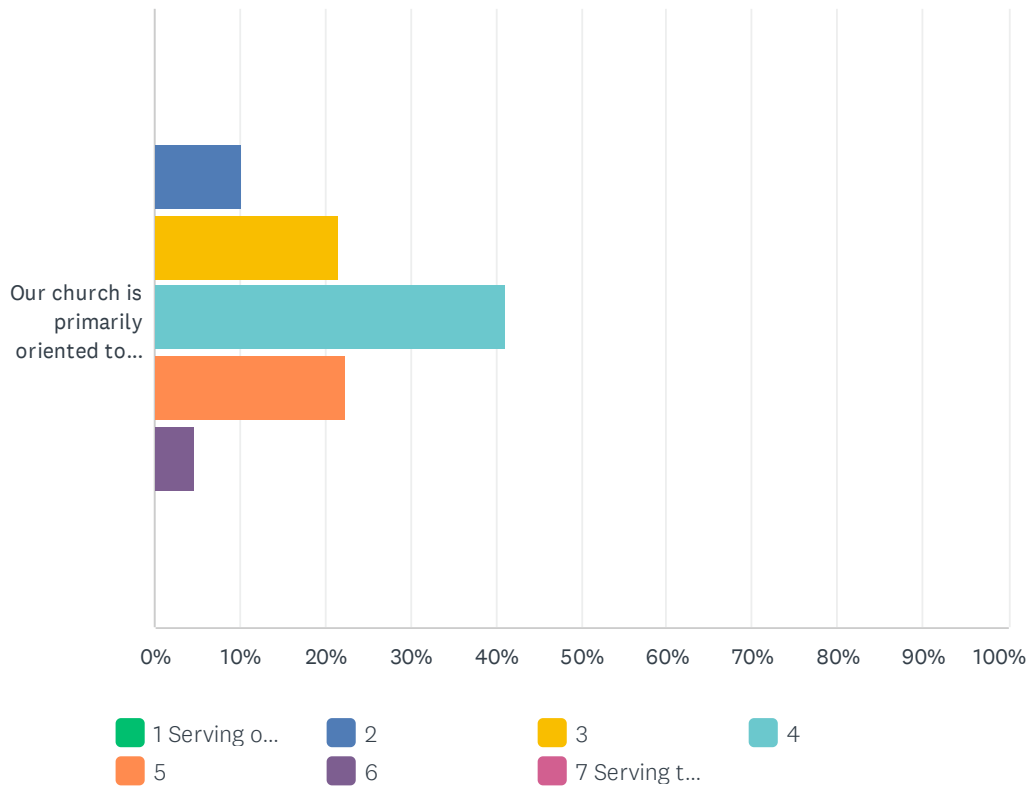
Answered: 107   Skipped: 13



	1 VERY INVOLVED	2	3	4	5	6	7 NOT AT ALL INVOLVED	TOTAL
Our church is very involved OR not at all involved with the community around the church.	11.21% 12	27.10% 29	20.56% 22	24.30% 26	14.02% 15	2.80% 3	0.00% 0	107

## Q19 4.

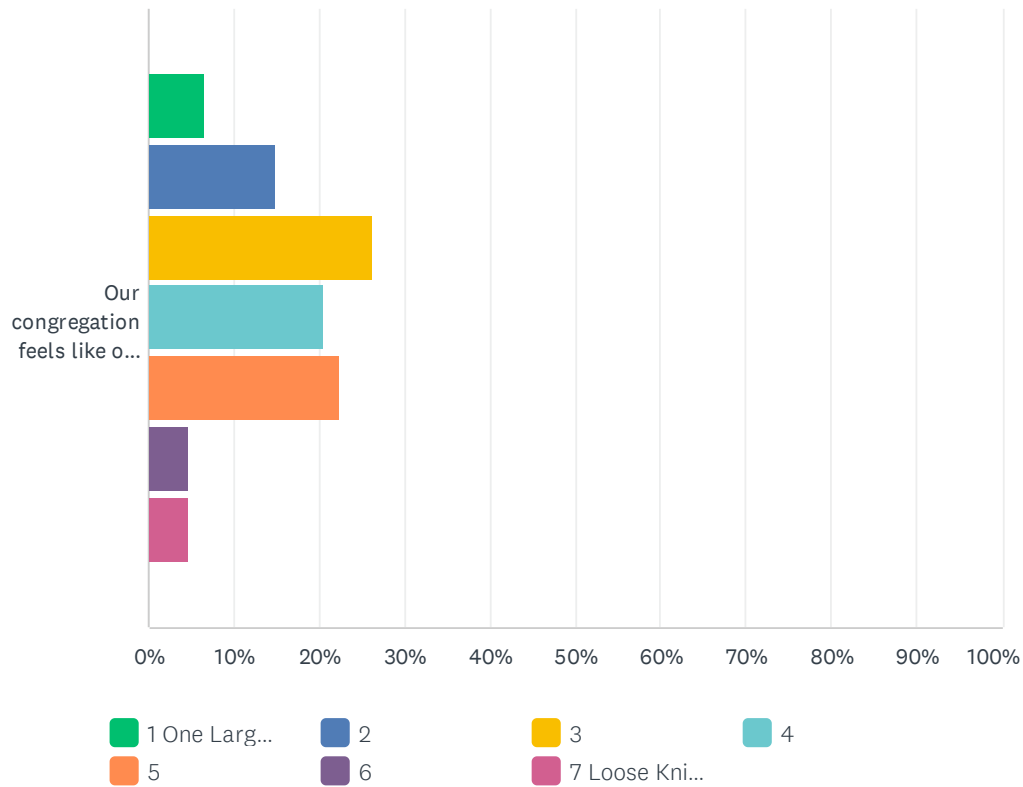
Answered: 107 Skipped: 13



	1 SERVING OUR MEMBERS	2	3	4	5	6	7 SERVING THE WORLD	TOTAL
Our church is primarily oriented to serving our members OR to serving the world beyond our membership.	0.00% 0	10.28% 11	21.50% 23	41.12% 44	22.43% 24	4.67% 5	0.00% 0	107

## Q20 5.

Answered: 107   Skipped: 13

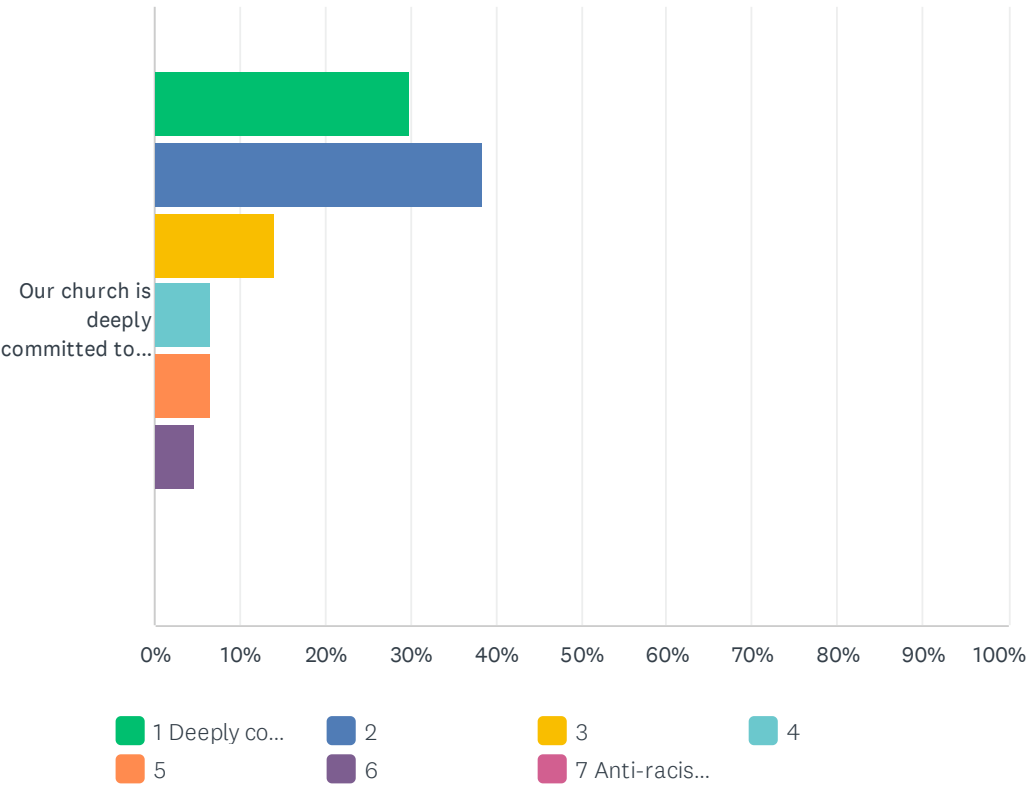


	1 ONE LARGE FAMILY	2	3	4	5	6	7 LOOSE KNIT ASSOCIATION	TOTAL
Our congregation feels like one large family OR like a loosely knit association of individuals and groups.	6.54% 7	14.95% 16	26.17% 28	20.56% 22	22.43% 24	4.67% 5	4.67% 5	107



Q21 6.

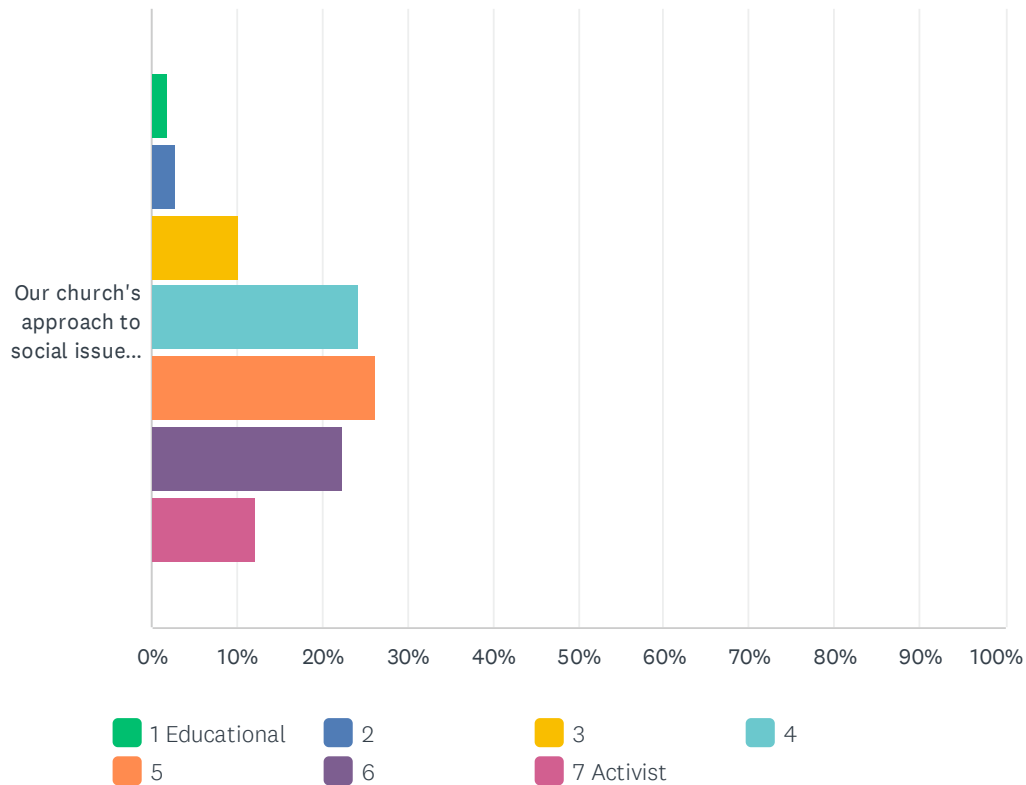
Answered: 107    Skipped: 13



	1 DEEPLY COMMITTED TO ANTI-RACISM	2	3	4	5	6	7 ANTI-RACISM EFFORTS ARE SUPERFICIAL	TOTAL
Our church is deeply committed to anti-racism in a consistent manner OR anti-racial efforts remain superficial.	29.91% 32	38.32% 41	14.02% 15	6.54% 7	6.54% 7	4.67% 5	0.00% 0	107

## Q22 7.

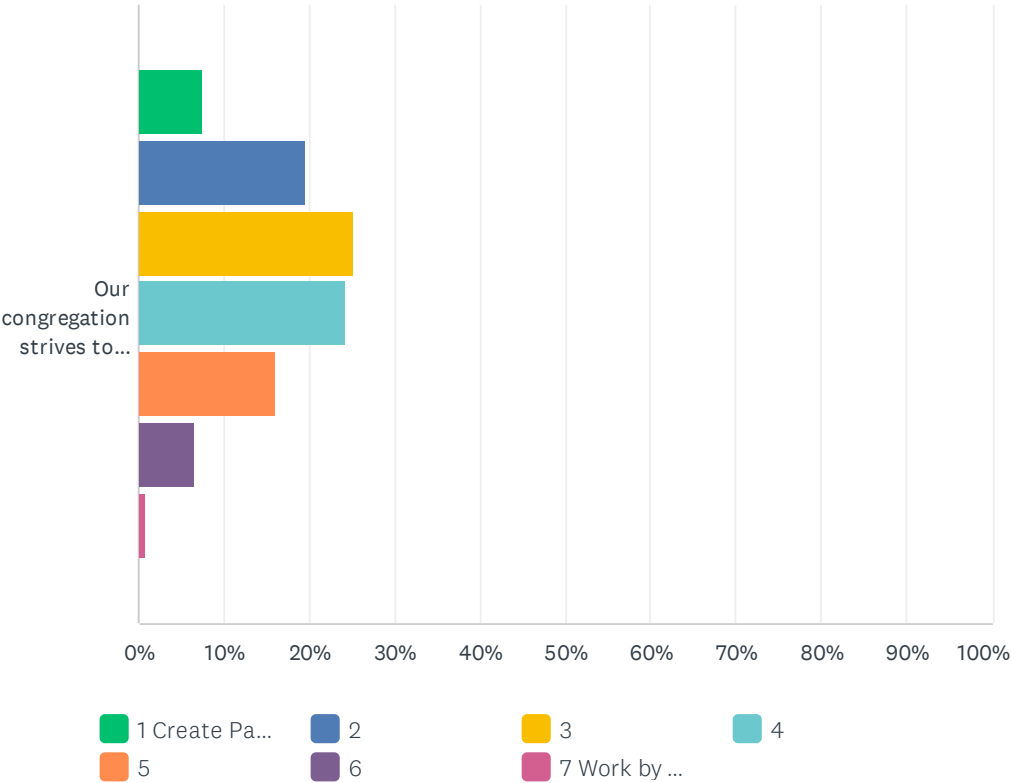
Answered: 107   Skipped: 13



	1 EDUCATIONAL	2	3	4	5	6	7 ACTIVIST	TOTAL
Our church's approach to social issues is basically educational, leaving any action to individual conscience OR is decidedly "activist". We take stands on social issues as a congregation.	1.87% 2	2.80% 3	10.28% 11	24.30% 26	26.17% 28	22.43% 24	12.15% 13	107

Q23 9.

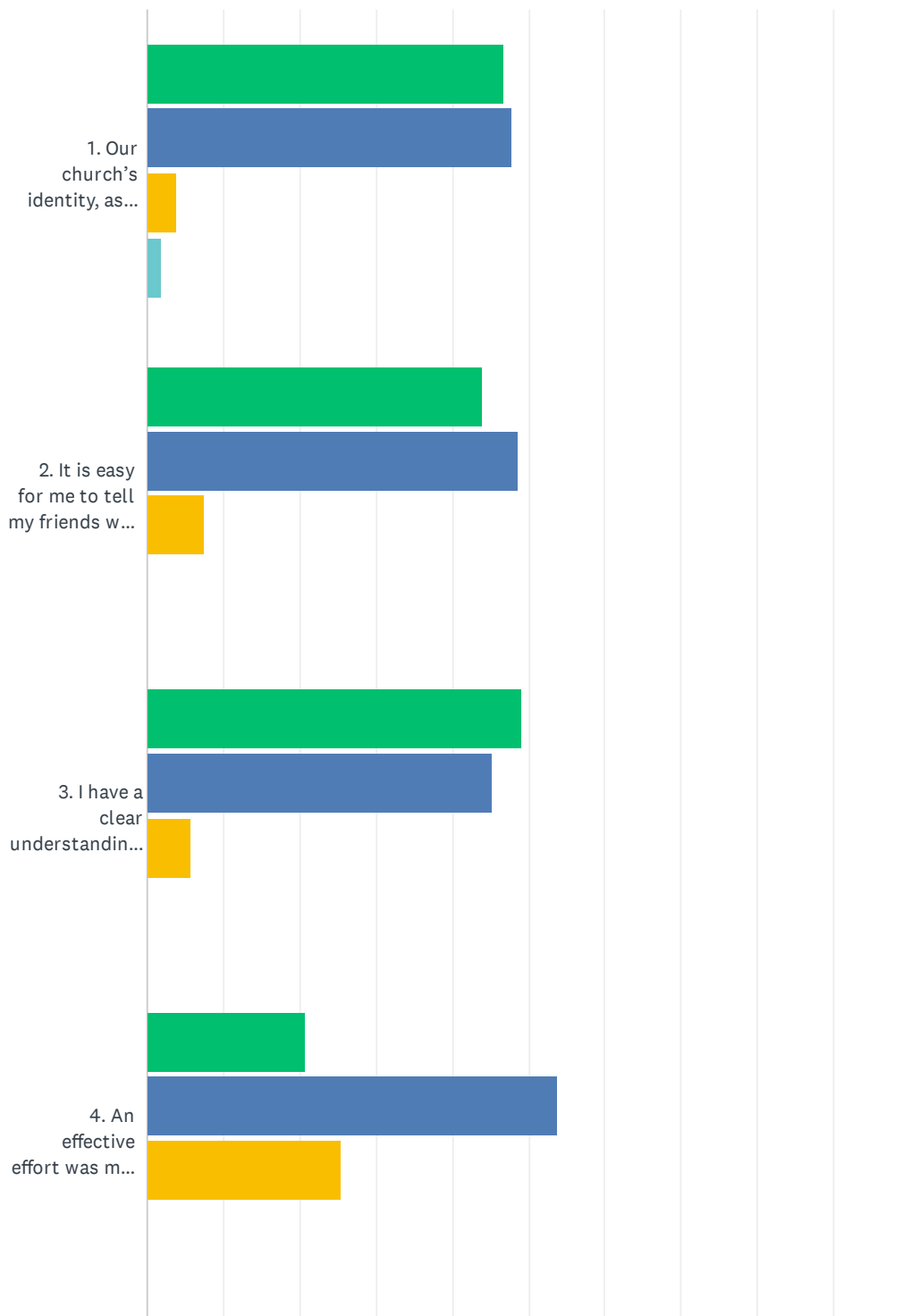
Answered: 107    Skipped: 13



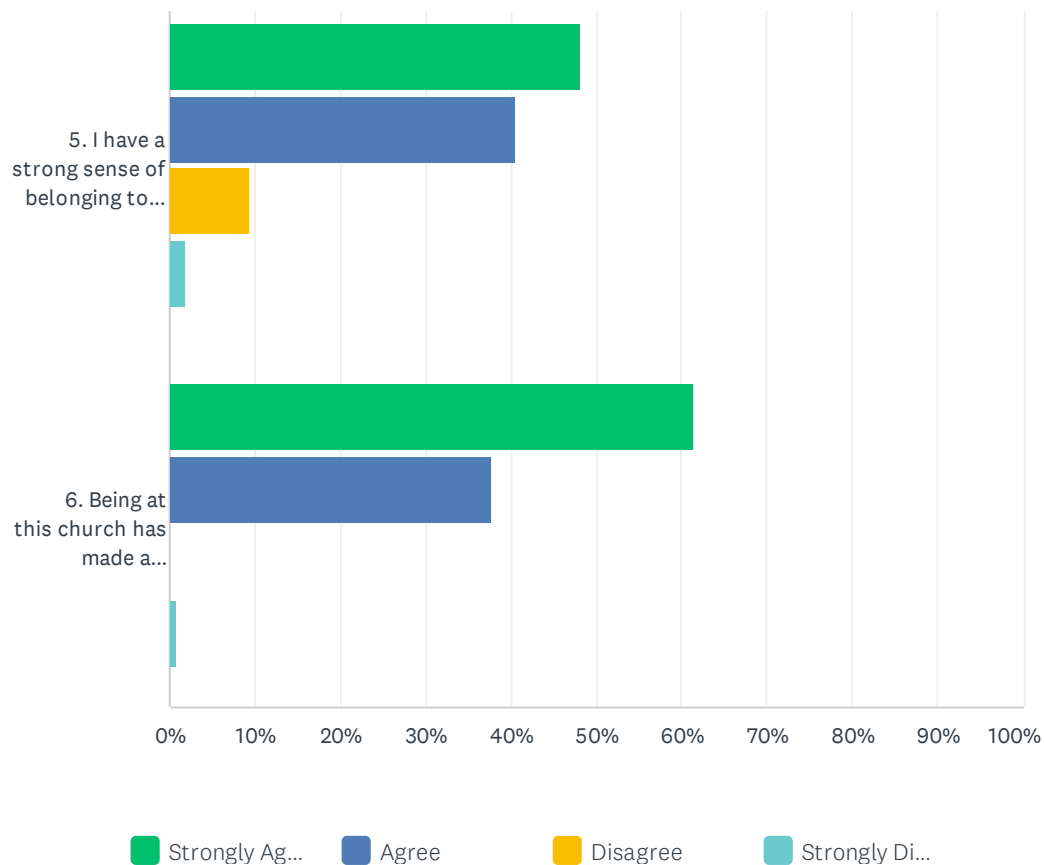
	1 CREATE PARTNERSHIPS	2	3	4	5	6	7 WORK BY OURSELVES	TOTAL
Our congregation strives to create partnerships with other local churches OR prefers to work by ourselves or through our denominational channels.	7.48% 8	19.63% 21	25.23% 27	24.30% 26	15.89% 17	6.54% 7	0.93% 1	107

Q24 All congregations have an identity, or a sense of who they are, that all members share in and yet any individual member stands somewhat apart from. Please rate your agreement or disagreement with the following statements from your perspective as an individual looking at your congregation's overall identity and vision.

Answered: 107 Skipped: 13



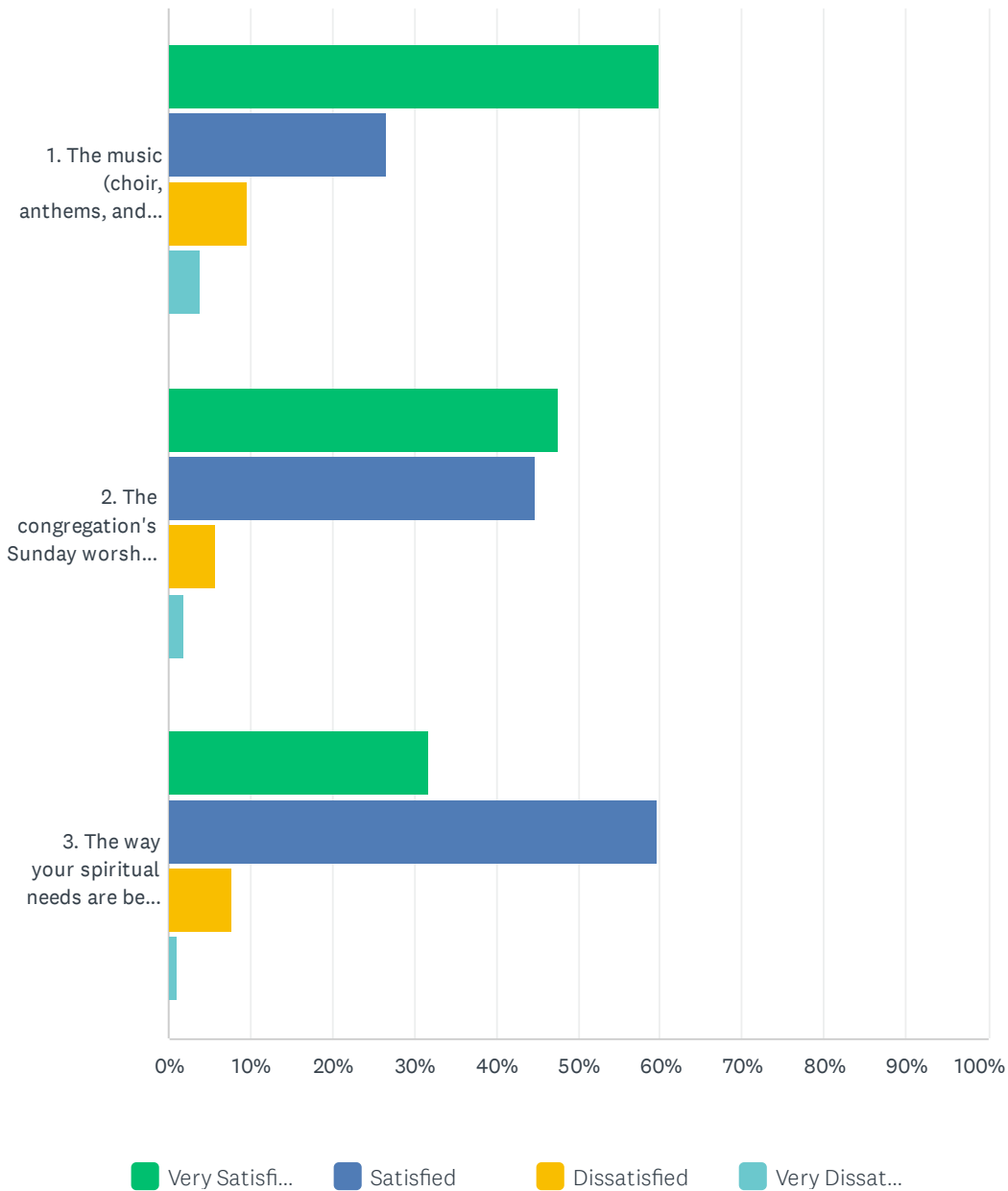
## First Church Cambridge Pastoral Search Inventory



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
1. Our church's identity, as it is, is one with which I feel comfortable.	46.73% 50	47.66% 51	3.74% 4	1.87% 2	107
2. It is easy for me to tell my friends what is unique about our church.	43.93% 47	48.60% 52	7.48% 8	0.00% 0	107
3. I have a clear understanding of what our church stands for.	49.06% 52	45.28% 48	5.66% 6	0.00% 0	106
4. An effective effort was made to instruct me in our church's mission.	20.75% 22	53.77% 57	25.47% 27	0.00% 0	106
5. I have a strong sense of belonging to this congregation.	48.11% 51	40.57% 43	9.43% 10	1.89% 2	106
6. Being at this church has made a difference in my spiritual life.	61.32% 65	37.74% 40	0.00% 0	0.94% 1	106

## Q25 Please identify to what extent you are satisfied with the following aspects of your church:

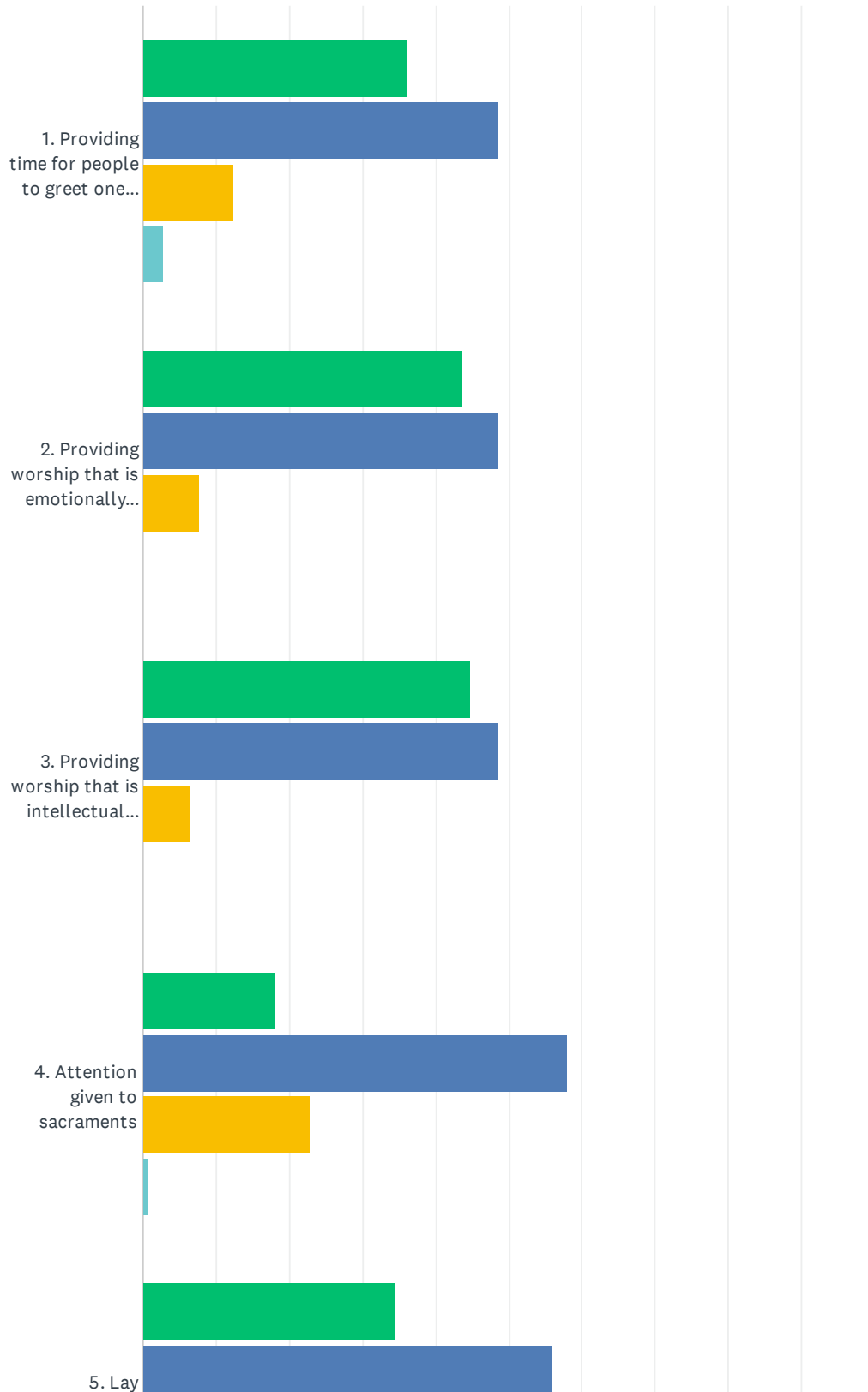
Answered: 105 Skipped: 15



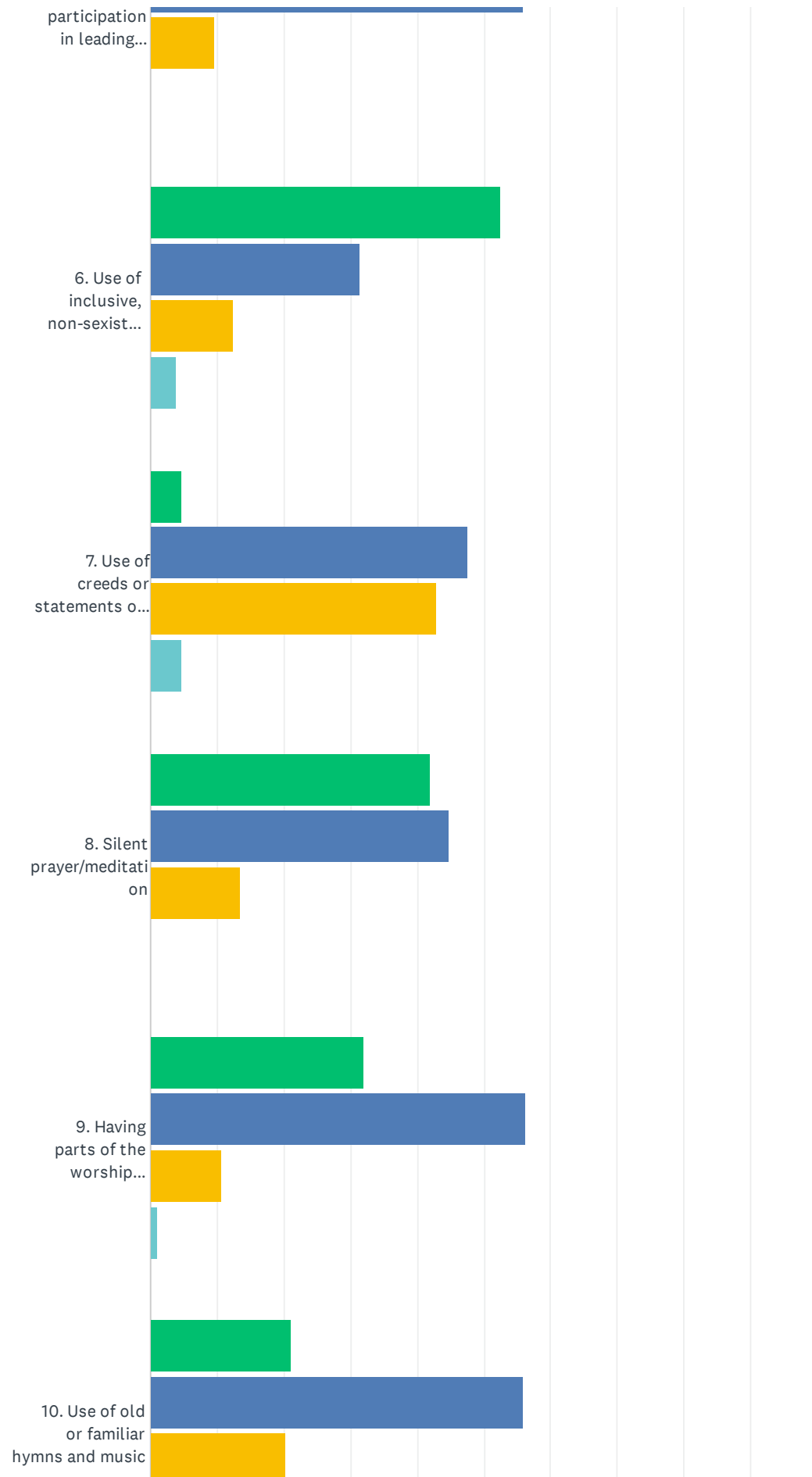
	VERY SATISFIED	SATISFIED	DISSATISFIED	VERY DISSATISFIED	TOTAL
1. The music (choir, anthems, and instrumentals) during Sunday worship	60.00% 63	26.67% 28	9.52% 10	3.81% 4	105
2. The congregation's Sunday worship, other than the music	47.62% 50	44.76% 47	5.71% 6	1.90% 2	105
3. The way your spiritual needs are being met in the worship service	31.73% 33	59.62% 62	7.69% 8	0.96% 1	104

## Q26 For you, personally, how important are each of the following in the mix of qualities that make a good worship service?

Answered: 105 Skipped: 15

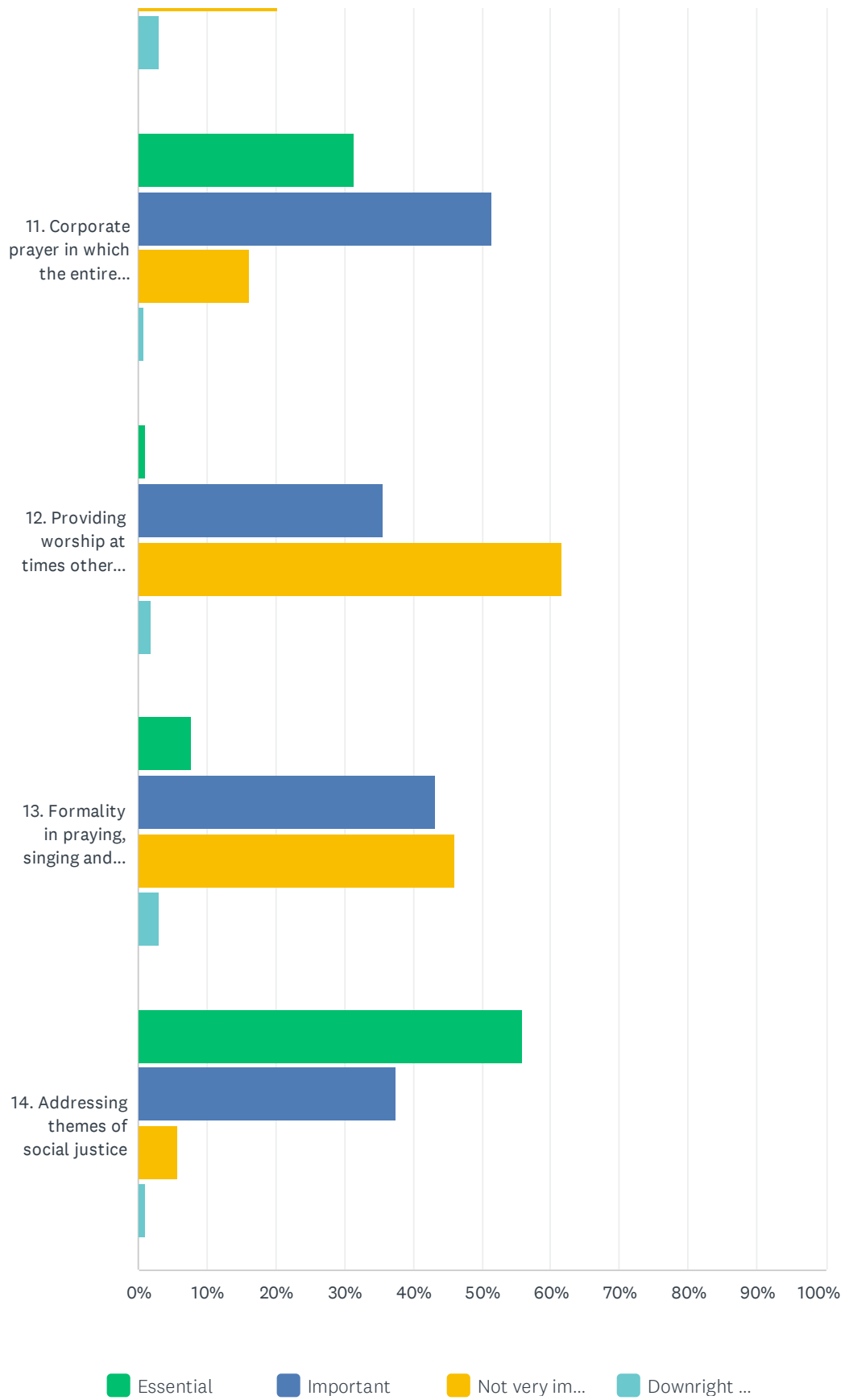


# First Church Cambridge Pastoral Search Inventory





# First Church Cambridge Pastoral Search Inventory

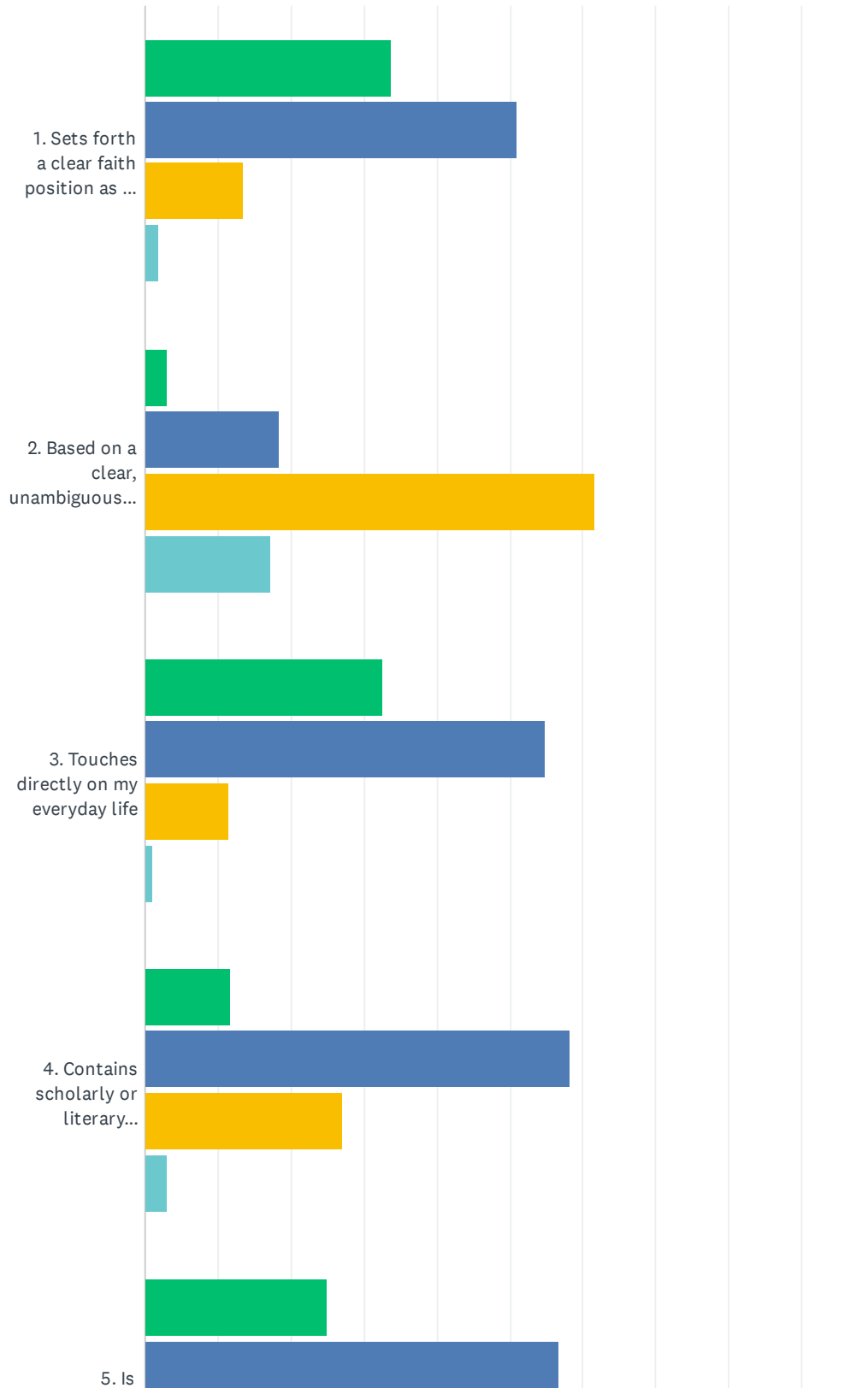


# First Church Cambridge Pastoral Search Inventory

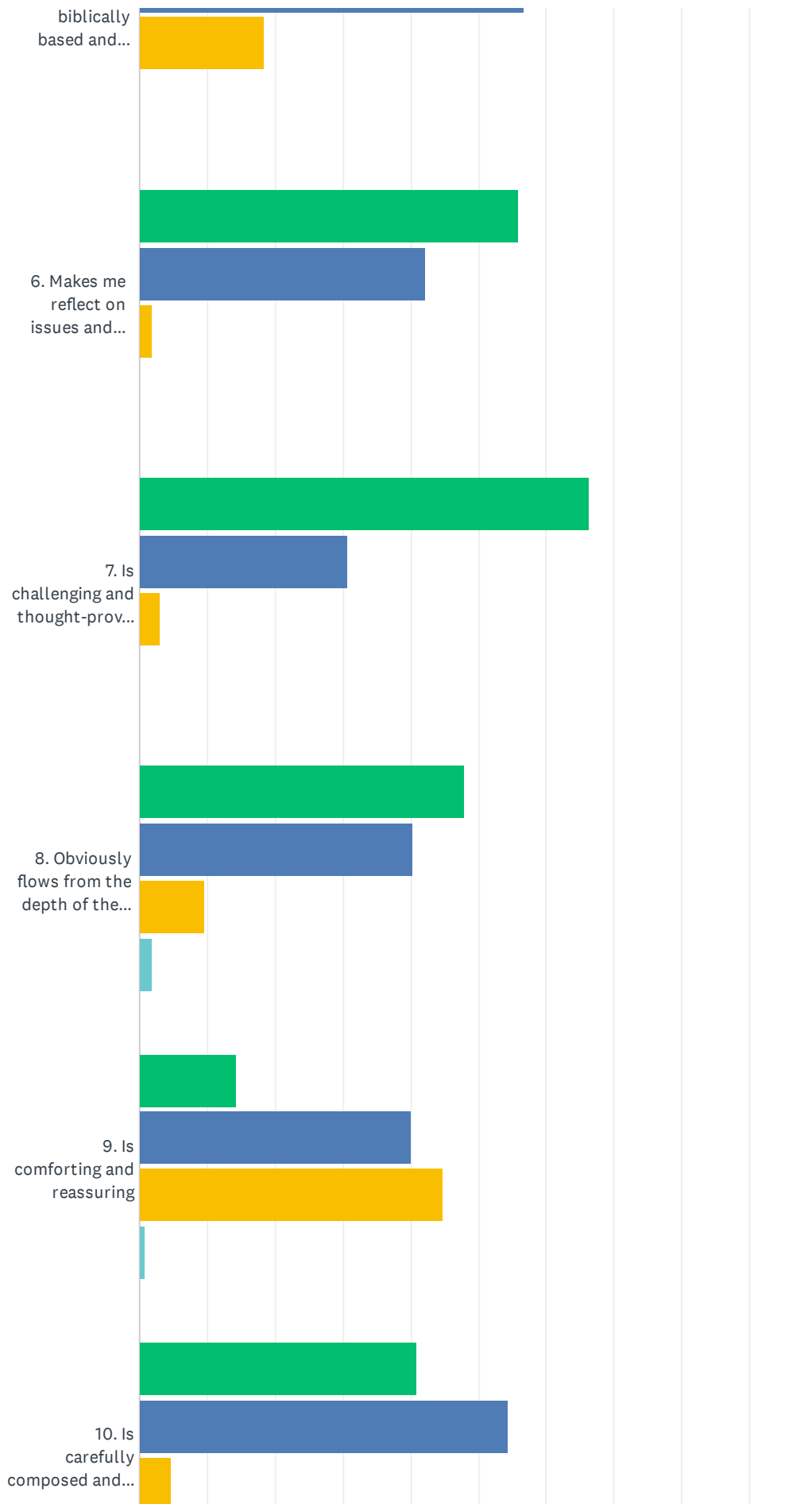
	ESSENTIAL	IMPORTANT	NOT VERY IMPORTANT	DOWNRIGHT DISTRACTING	TOTAL
1. Providing time for people to greet one another	36.19% 38	48.57% 51	12.38% 13	2.86% 3	105
2. Providing worship that is emotionally moving	43.81% 46	48.57% 51	7.62% 8	0.00% 0	105
3. Providing worship that is intellectually challenging	44.76% 47	48.57% 51	6.67% 7	0.00% 0	105
4. Attention given to sacraments	18.10% 19	58.10% 61	22.86% 24	0.95% 1	105
5. Lay participation in leading worship	34.62% 36	55.77% 58	9.62% 10	0.00% 0	104
6. Use of inclusive, non-sexist language	52.38% 55	31.43% 33	12.38% 13	3.81% 4	105
7. Use of creeds or statements of faith	4.76% 5	47.62% 50	42.86% 45	4.76% 5	105
8. Silent prayer/meditation	41.90% 44	44.76% 47	13.33% 14	0.00% 0	105
9. Having parts of the worship especially for children	32.04% 33	56.31% 58	10.68% 11	0.97% 1	103
10. Use of old or familiar hymns and music	21.15% 22	55.77% 58	20.19% 21	2.88% 3	104
11. Corporate prayer in which the entire congregation participates	31.43% 33	51.43% 54	16.19% 17	0.95% 1	105
12. Providing worship at times other than Sunday morning	0.96% 1	35.58% 37	61.54% 64	1.92% 2	104
13. Formality in praying, singing and preaching	7.69% 8	43.27% 45	46.15% 48	2.88% 3	104
14. Addressing themes of social justice	55.77% 58	37.50% 39	5.77% 6	0.96% 1	104

## Q27 For you, personally, how important are each of the following in the mix of qualities that make a good sermon?

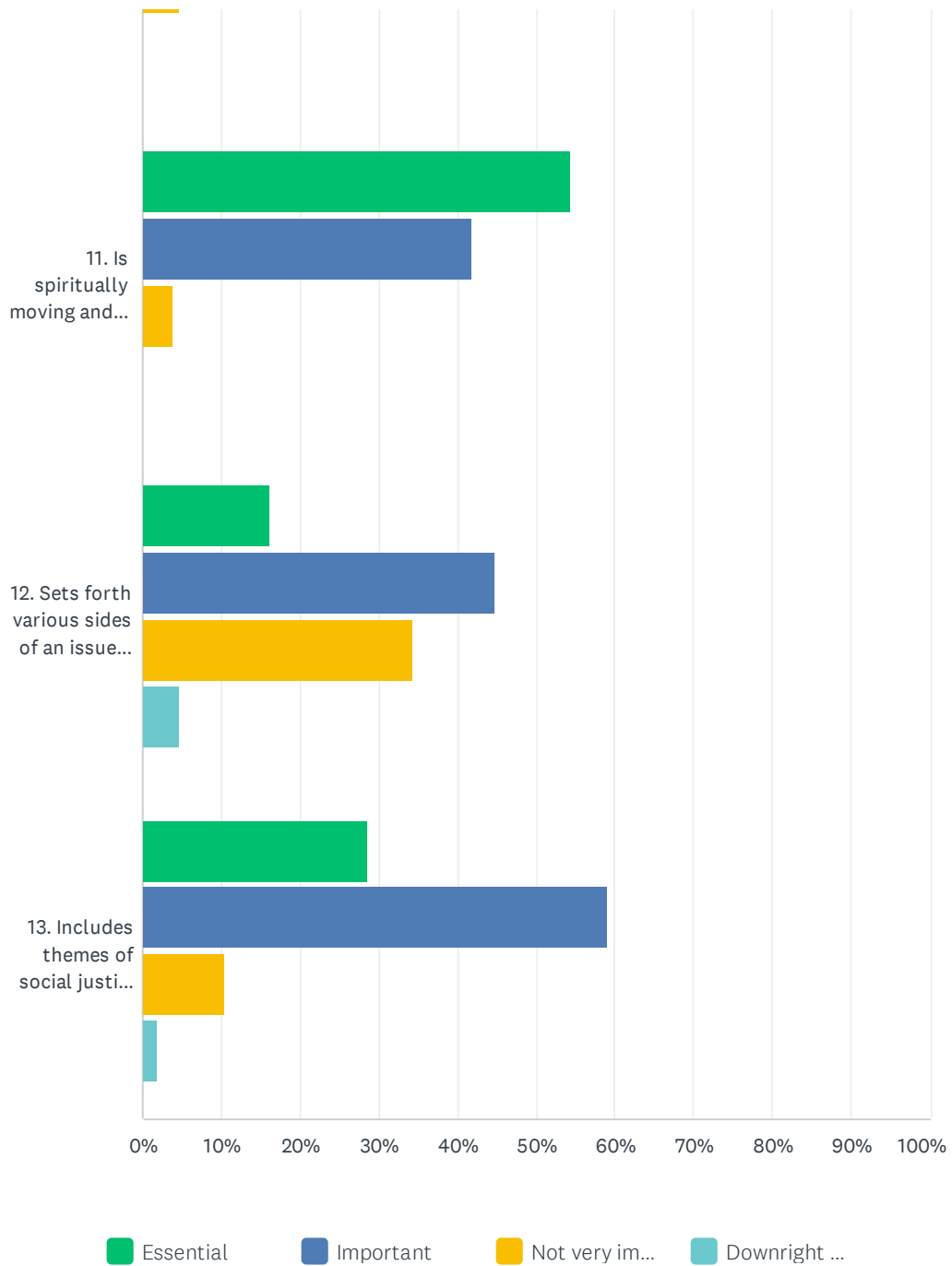
Answered: 105 Skipped: 15



# First Church Cambridge Pastoral Search Inventory



## First Church Cambridge Pastoral Search Inventory



# First Church Cambridge Pastoral Search Inventory

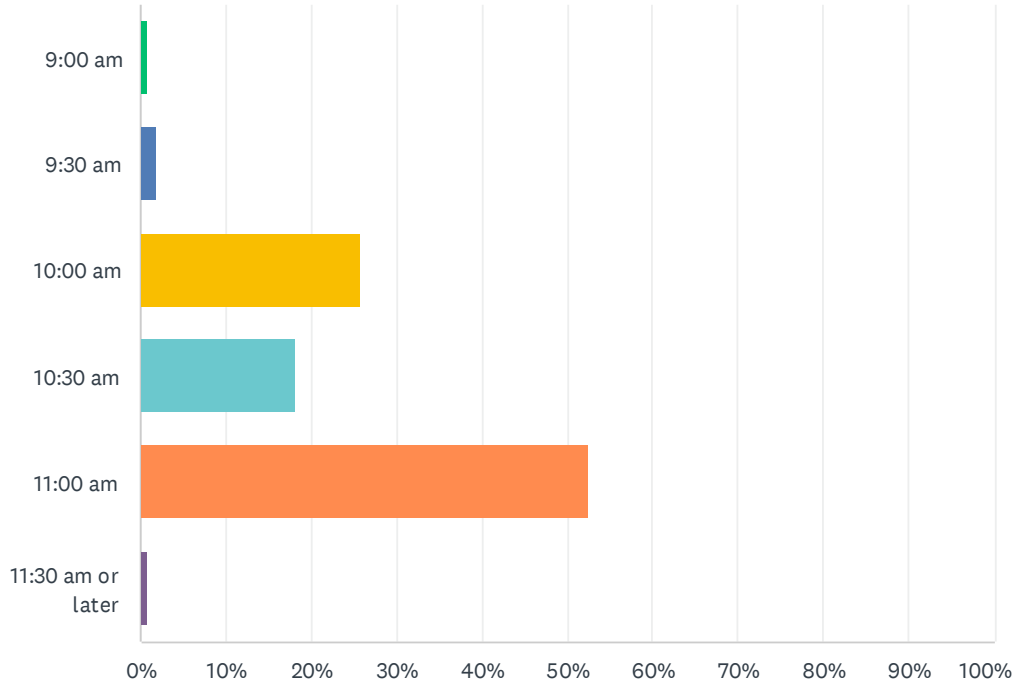
	ESSENTIAL	IMPORTANT	NOT VERY IMPORTANT	DOWNRIGHT DISTRACTING	TOTAL
1. Sets forth a clear faith position as a guide for making decisions and living a faithful life	33.65% 35	50.96% 53	13.46% 14	1.92% 2	104
2. Based on a clear, unambiguous religious authority	2.88% 3	18.27% 19	61.54% 64	17.31% 18	104
3. Touches directly on my everyday life	32.69% 34	54.81% 57	11.54% 12	0.96% 1	104
4. Contains scholarly or literary illustrations	11.65% 12	58.25% 60	27.18% 28	2.91% 3	103
5. Is biblically based and illustrated	25.00% 26	56.73% 59	18.27% 19	0.00% 0	104
6. Makes me reflect on issues and events that go beyond my personal life and local community	55.77% 58	42.31% 44	1.92% 2	0.00% 0	104
7. Is challenging and thought-provoking	66.35% 69	30.77% 32	2.88% 3	0.00% 0	104
8. Obviously flows from the depth of the preacher's own personal faith and spiritual convictions	48.08% 50	40.38% 42	9.62% 10	1.92% 2	104
9. Is comforting and reassuring	14.29% 15	40.00% 42	44.76% 47	0.95% 1	105
10. Is carefully composed and skillfully delivered	40.95% 43	54.29% 57	4.76% 5	0.00% 0	105
11. Is spiritually moving and inspirational	54.37% 56	41.75% 43	3.88% 4	0.00% 0	103
12. Sets forth various sides of an issue without advocating one position as the only Christian position	16.19% 17	44.76% 47	34.29% 36	4.76% 5	105
13. Includes themes of social justice and current events	28.57% 30	59.05% 62	10.48% 11	1.90% 2	105

## Q28 Do you have any additional comments about worship?

Answered: 34   Skipped: 86

## Q29 If you could choose any time on Sunday morning, what time would you prefer for worship to start?

Answered: 105   Skipped: 15

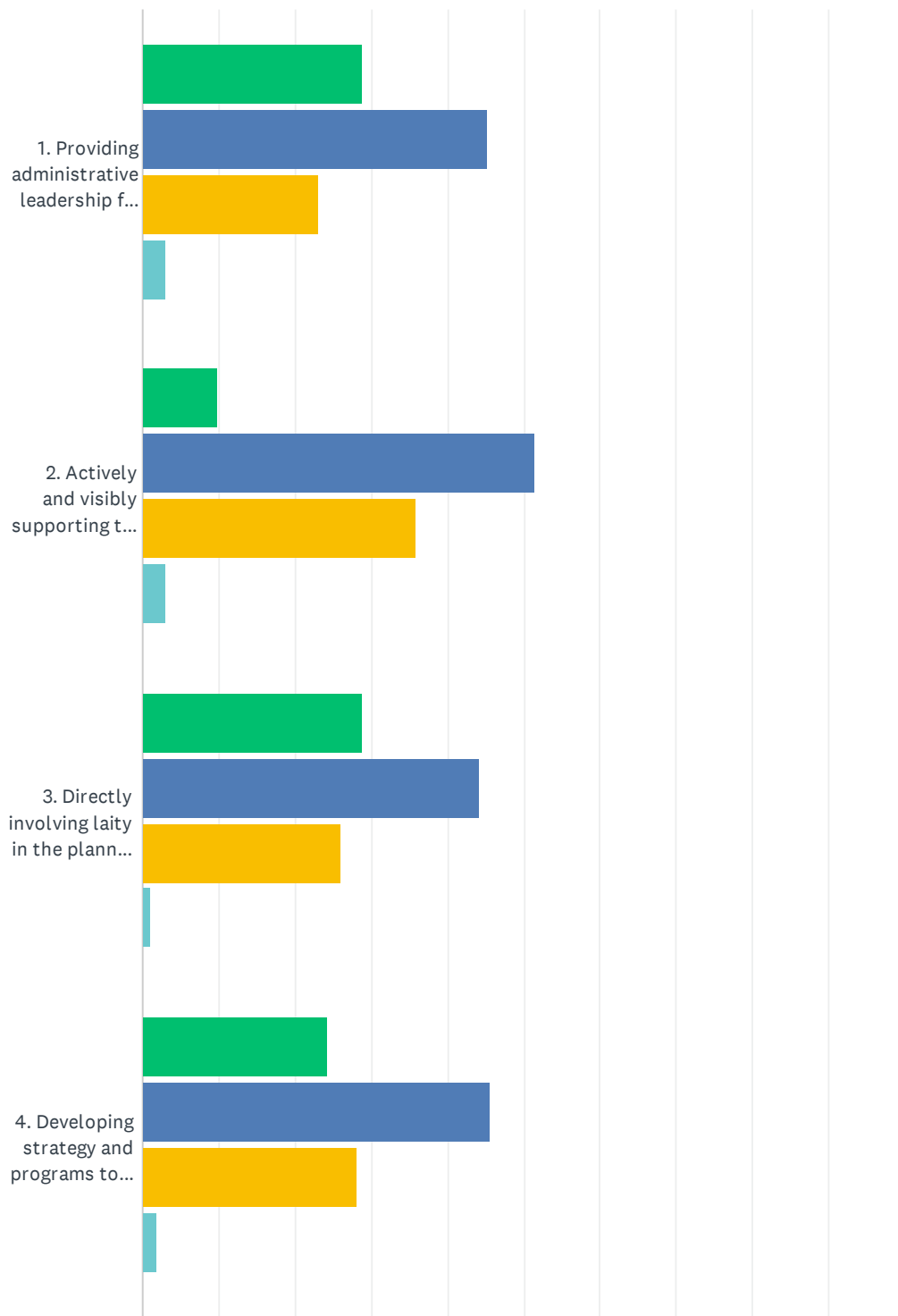


ANSWER CHOICES	RESPONSES	
9:00 am	0.95%	1
9:30 am	1.90%	2
10:00 am	25.71%	27
10:30 am	18.10%	19
11:00 am	52.38%	55
11:30 am or later	0.95%	1
TOTAL		105

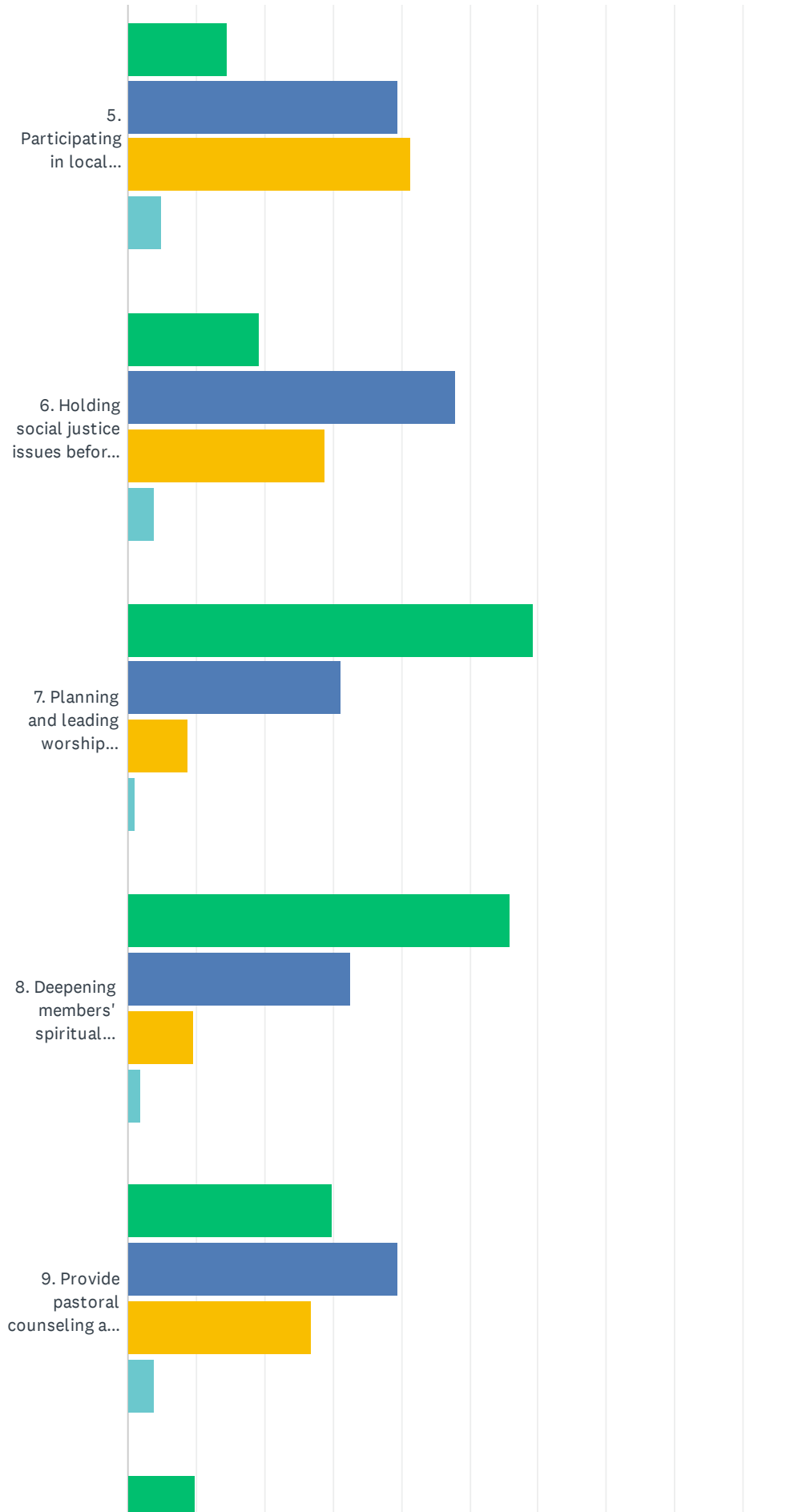


Q30 In your judgment how high or low a priority would you like each of the following to be for the pastor of this church? It is worth remembering that not every task can be highest priority, and that in reality, only 3 or 4 probably can be. You may want to read the entire list, then go back and make your priority rankings.

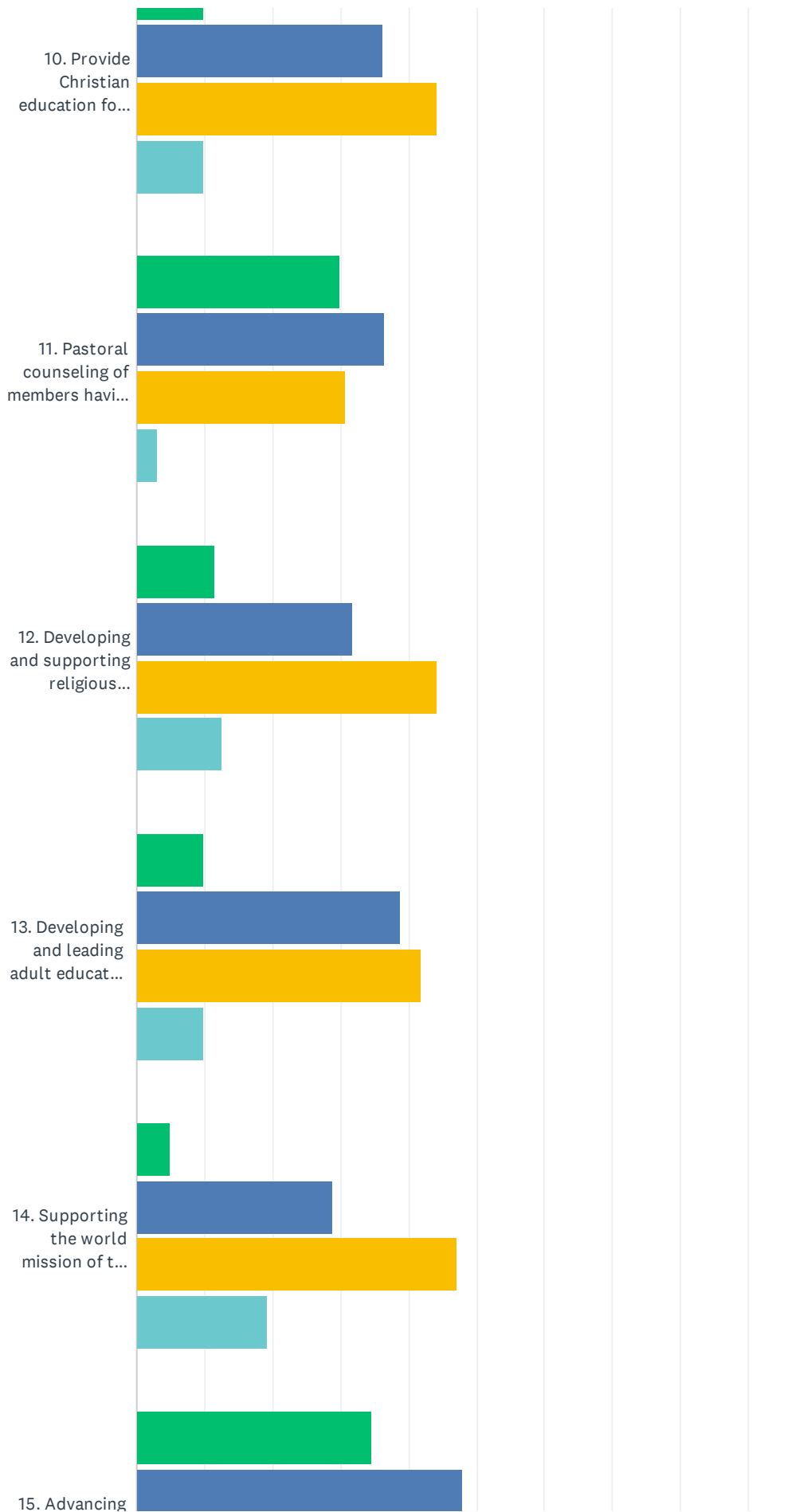
Answered: 104 Skipped: 16



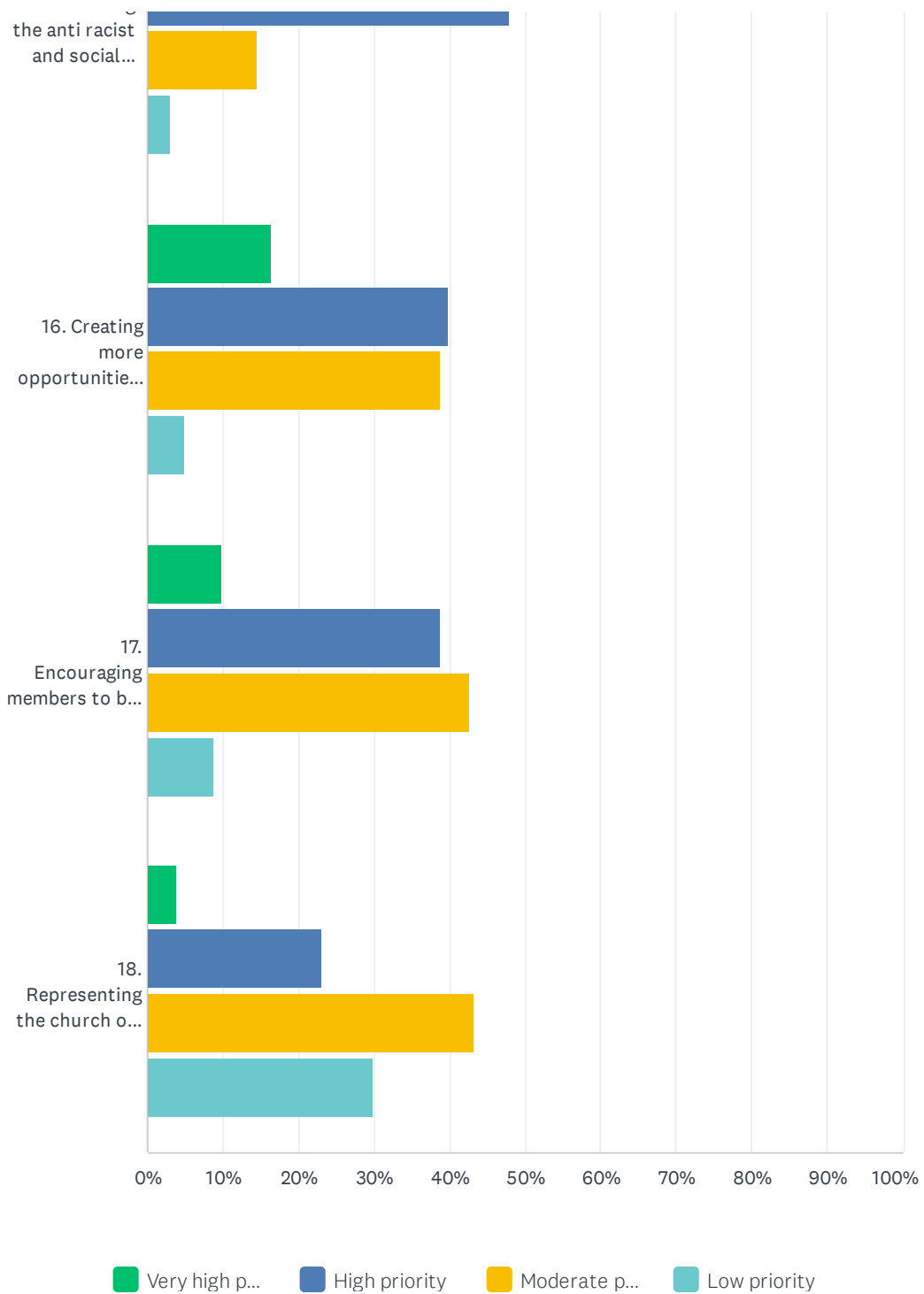
# First Church Cambridge Pastoral Search Inventory



## First Church Cambridge Pastoral Search Inventory



## First Church Cambridge Pastoral Search Inventory



# First Church Cambridge Pastoral Search Inventory

	VERY HIGH PRIORITY	HIGH PRIORITY	MODERATE PRIORITY	LOW PRIORITY	TOTAL
1. Providing administrative leadership for the congregation's ministry	28.85% 30	45.19% 47	23.08% 24	2.88% 3	104
2. Actively and visibly supporting the church's stewardship program	9.71% 10	51.46% 53	35.92% 37	2.91% 3	103
3. Directly involving laity in the planning and leadership of church programs and events	28.85% 30	44.23% 46	25.96% 27	0.96% 1	104
4. Developing strategy and programs to reach new people and incorporate them into the life of the church	24.27% 25	45.63% 47	28.16% 29	1.94% 2	103
5. Participating in local community activities, issues and problems	14.42% 15	39.42% 41	41.35% 43	4.81% 5	104
6. Holding social justice issues before members	19.23% 20	48.08% 50	28.85% 30	3.85% 4	104
7. Planning and leading worship sensitive to the needs of the congregation	59.22% 61	31.07% 32	8.74% 9	0.97% 1	103
8. Deepening members' spiritual beliefs and religious practices through worship services and activities	55.77% 58	32.69% 34	9.62% 10	1.92% 2	104
9. Provide pastoral counseling and caring to members with personal problems	29.81% 31	39.42% 41	26.92% 28	3.85% 4	104
10. Provide Christian education for children and adults	9.80% 10	36.27% 37	44.12% 45	9.80% 10	102
11. Pastoral counseling of members having personal, family and/or work related problems	29.81% 31	36.54% 38	30.77% 32	2.88% 3	104
12. Developing and supporting religious education programs for children and youth	11.54% 12	31.73% 33	44.23% 46	12.50% 13	104
13. Developing and leading adult education programs	9.71% 10	38.83% 40	41.75% 43	9.71% 10	103
14. Supporting the world mission of the church	4.81% 5	28.85% 30	47.12% 49	19.23% 20	104
15. Advancing the anti racist and social justice work of the church	34.62% 36	48.08% 50	14.42% 15	2.88% 3	104
16. Creating more opportunities for people to form close relationships, particularly across generations	16.50% 17	39.81% 41	38.83% 40	4.85% 5	103
17. Encouraging members to be more engaged in social activism	9.71% 10	38.83% 40	42.72% 44	8.74% 9	103
18. Representing the church on social media and other public platforms	3.85% 4	23.08% 24	43.27% 45	29.81% 31	104

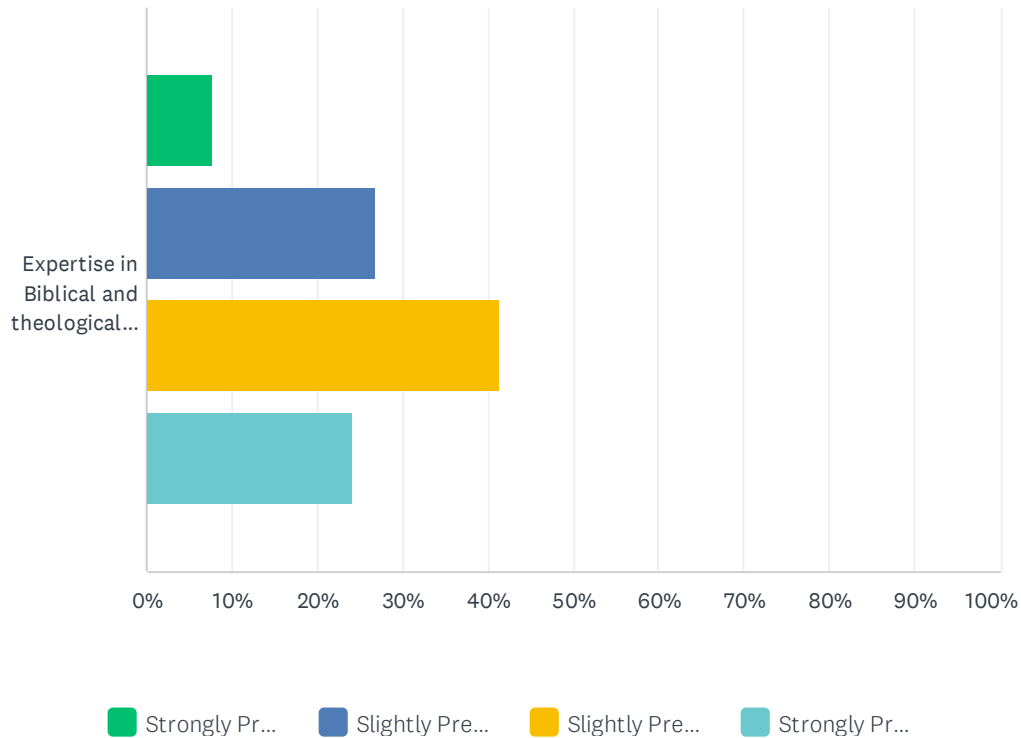
## Q31 Please list the top three priorities

Answered: 98   Skipped: 22

ANSWER CHOICES	RESPONSES	
First priority	98.98%	97
Second priority	98.98%	97
Third priority	97.96%	96

Q32 Listed below are 10 pairs of characteristics of a good pastor. You will probably agree that both traits in each pair are desirable. But if you had to choose, which characteristic of the two in each pair would you prefer in your pastor. Check one answer for each pair. 1.

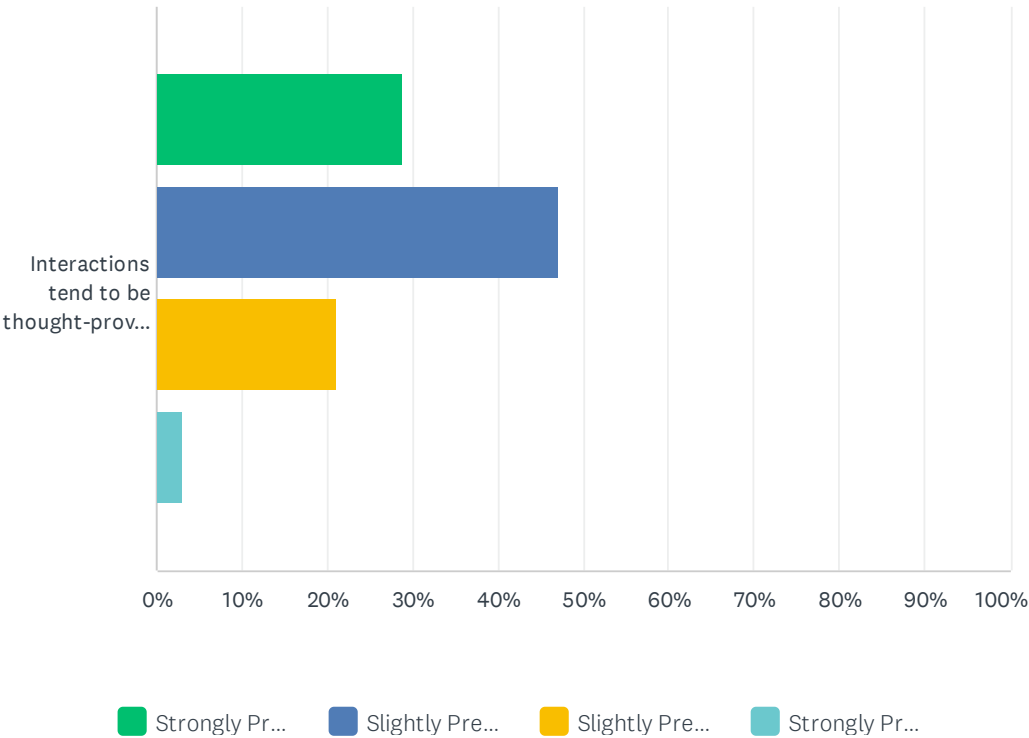
Answered: 104 Skipped: 16



	STRONGLY PREFER BIBLICAL	SLIGHTLY PREFER BIBLICAL	SLIGHTLY PREFER SPIRITUAL	STRONGLY PREFER SPIRITUAL	TOTAL
Expertise in Biblical and theological matters OR a strong emphasis on spiritual development.	7.69% 8	26.92% 28	41.35% 43	24.04% 25	104

Q33 2.

Answered: 104    Skipped: 16

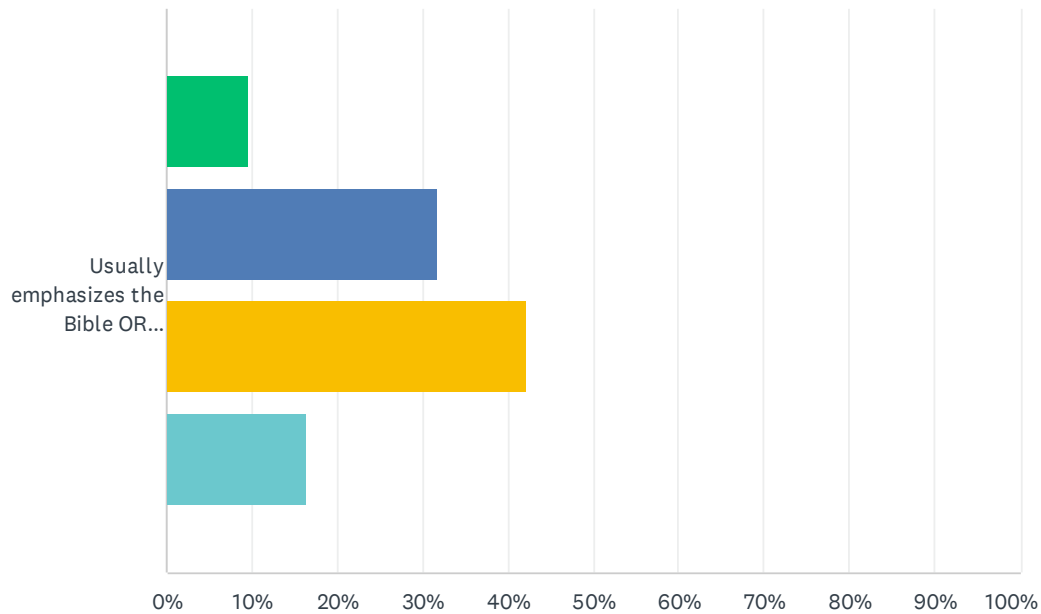


	STRONGLY PREFER THOUGHT-PROVOKING	SLIGHTLY PREFER THOUGHT-PROVOKING	SLIGHTLY PREFER COMFORTING	STRONGLY PREFER COMFORTING	TOTAL
Interactions tend to be thought-provoking and challenging OR comforting and reassuring.	28.85% 30	47.12% 49	21.15% 22	2.88% 3	104



## Q34 3.

Answered: 104 Skipped: 16

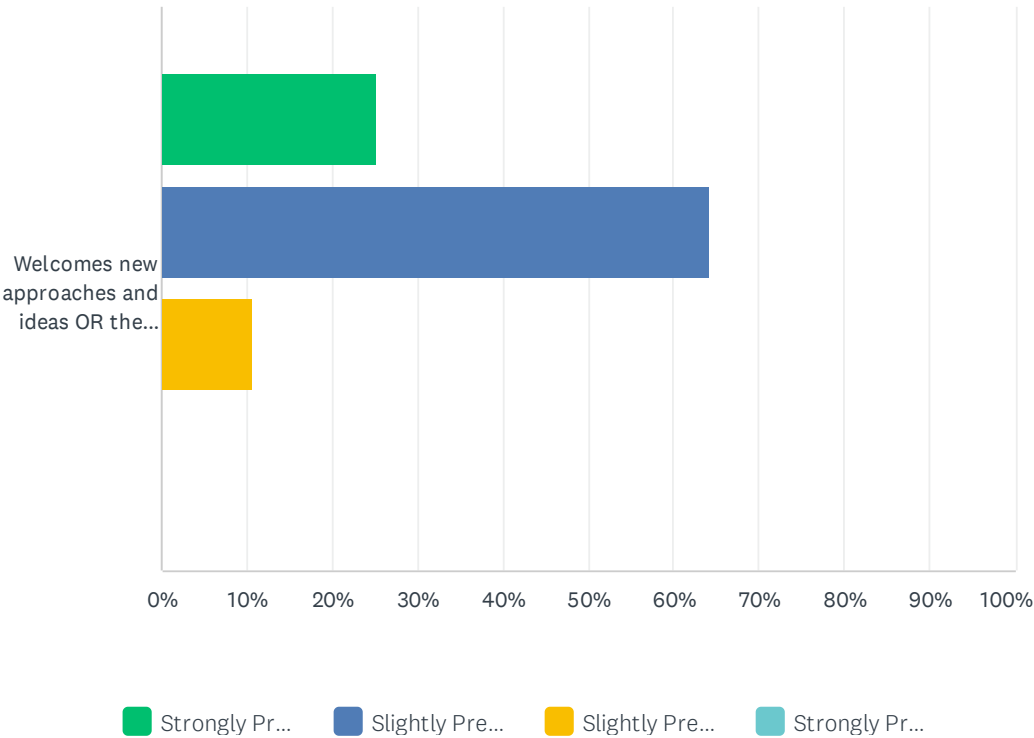


Strongly Pr... Slightly Pre... Slightly Pre... Strongly Pr...

	STRONGLY PREFER BIBLE EMPHASIS	SLIGHTLY PREFER BIBLE EMPHASIS	SLIGHTLY PREFER ISSUE EMPHASIS	STRONGLY PREFER ISSUE EMPHASIS	TOTAL
Usually emphasizes the Bible OR contemporary issues.	9.62% 10	31.73% 33	42.31% 44	16.35% 17	104

Q35 4.

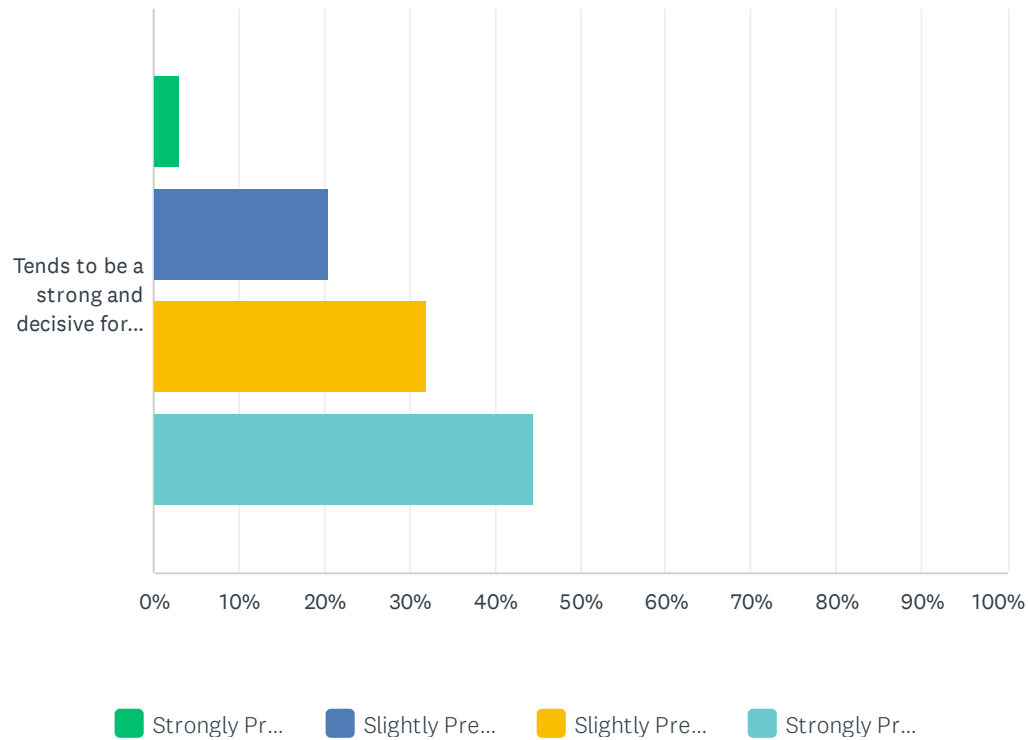
Answered: 103    Skipped: 17



	STRONGLY PREFER NEW APPROACHES	SLIGHTLY PREFER NEW APPROACHES	SLIGHTLY PREFER ALWAYS BEEN DONE	STRONGLY PREFER ALWAYS BEEN DONE	TOTAL
Welcomes new approaches and ideas OR the way things have always been done.	25.24% 26	64.08% 66	10.68% 11	0.00% 0	103

## Q36 5.

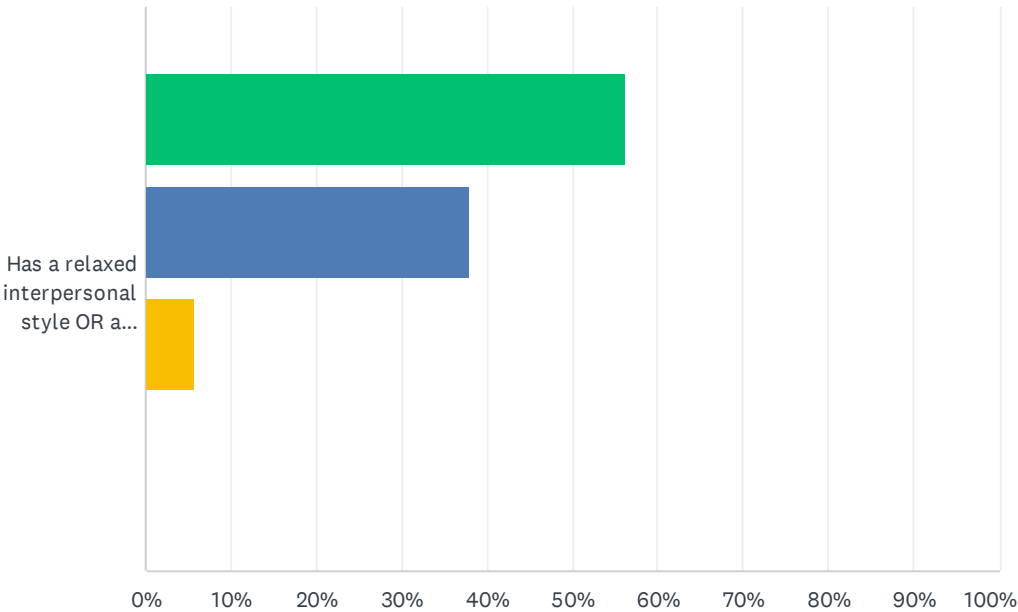
Answered: 103 Skipped: 17



	STRONGLY PREFER DECISIVE	SLIGHTLY PREFER DECISIVE	SLIGHTLY PREFER ENCOURAGES CONGREGATION	STRONGLY PREFER ENCOURAGES CONGREGATION	TOTAL
Tends to be a strong and decisive force in decisions OR encourages congregational and lay leadership decision-making.	2.91% 3	20.39% 21	32.04% 33	44.66% 46	103

Q37 6.

Answered: 103    Skipped: 17

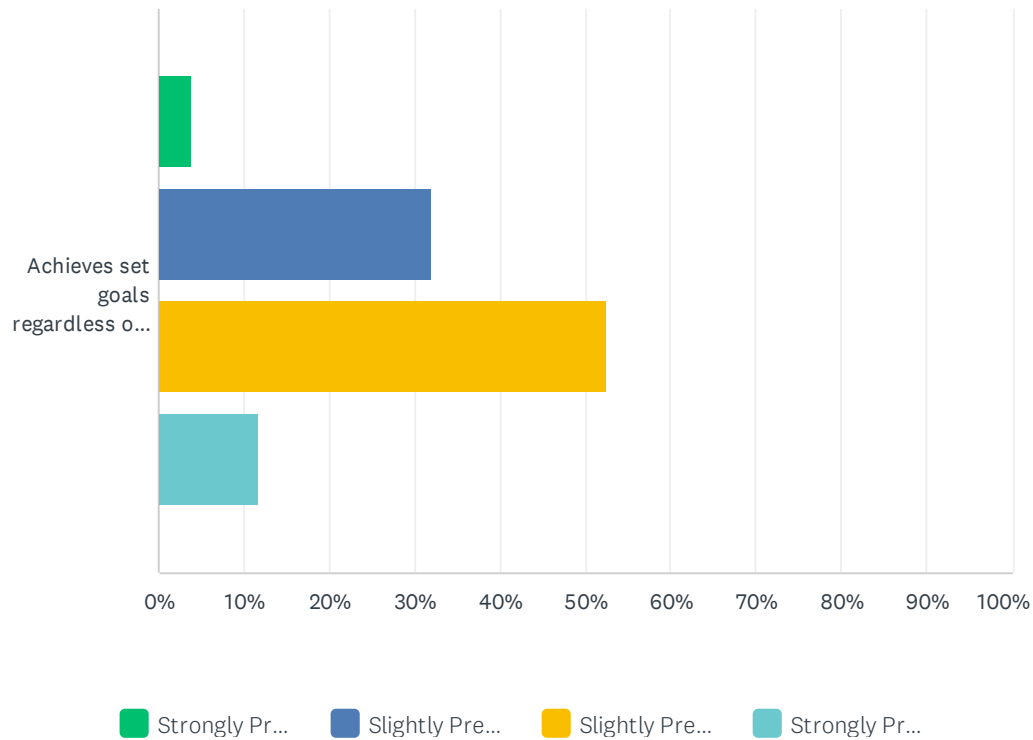


Strongly Pr...    Slightly Pre...    Slightly Pre...    Strongly Pr...

	STRONGLY PREFER RELAXED	SLIGHTLY PREFER RELAXED	SLIGHTLY PREFER FORMAL	STRONGLY PREFER FORMAL	TOTAL
Has a relaxed interpersonal style OR a formal interpersonal style.	56.31% 58	37.86% 39	5.83% 6	0.00% 0	103

## Q38 7.

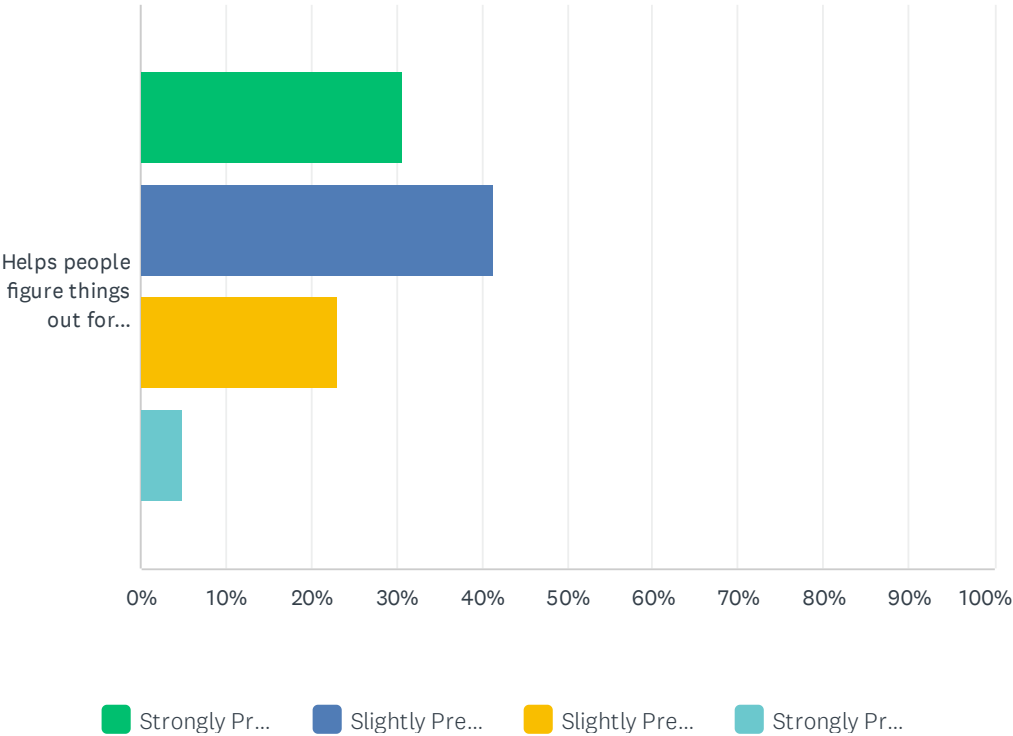
Answered: 103 Skipped: 17



	STRONGLY PREFER REGARDLESS OF COST	SLIGHTLY PREFER REGARDLESS OF COST	SLIGHTLY PREFER COST SETS PRIORITIES	STRONGLY PREFER COST SETS PRIORITIES	TOTAL
Achieves set goals regardless of cost where ends justify the means OR the cost of goals sets priorities where means determine the ends.	3.88% 4	32.04% 33	52.43% 54	11.65% 12	103

Q39 8.

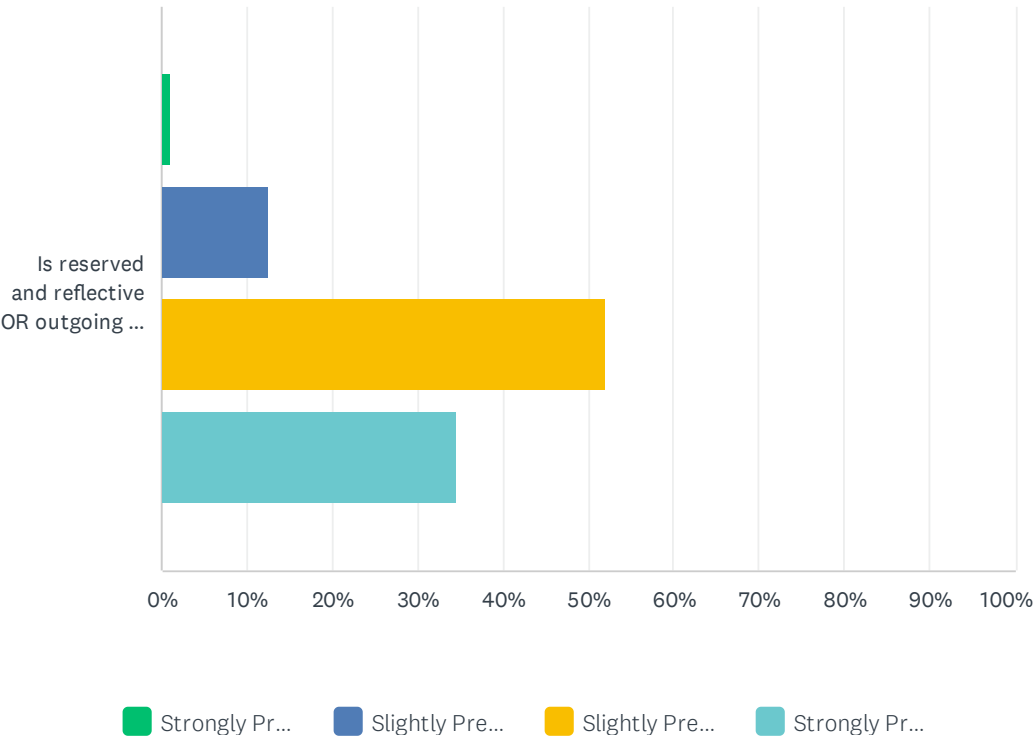
Answered: 104    Skipped: 16



	STRONGLY PREFER FIGURE OUT	SLIGHTLY PREFER FIGURE OUT	SLIGHTLY PREFER ADVISES	STRONGLY PREFER ADVISES	TOTAL
Helps people figure things out for themselves OR advises people what to do.	30.77% 32	41.35% 43	23.08% 24	4.81% 5	104

Q40 9.

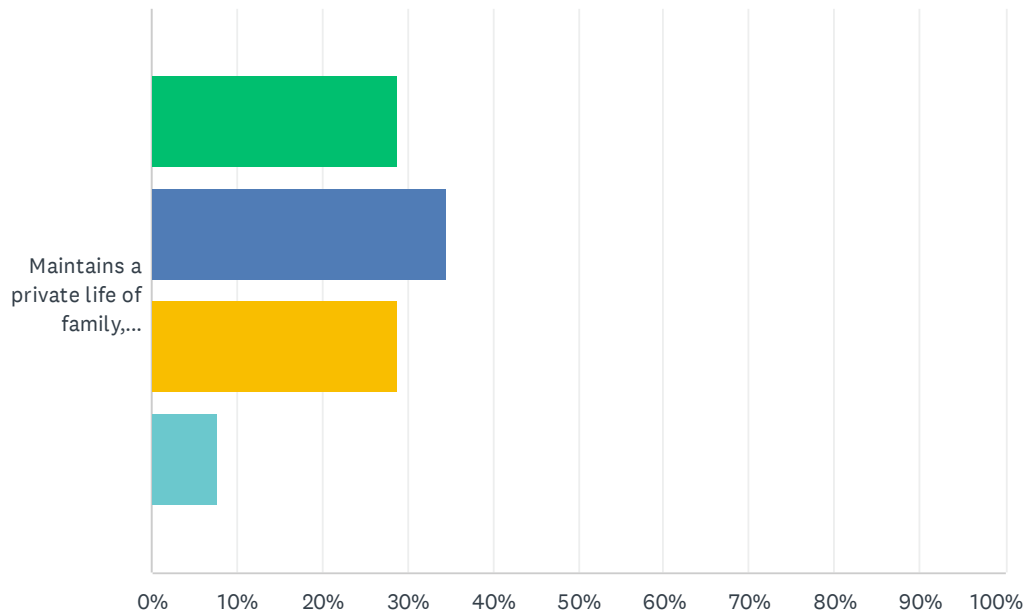
Answered: 104    Skipped: 16



	STRONGLY PREFER RESERVED	SLIGHTLY PREFER RESERVED	SLIGHTLY PREFER OUTGOING	STRONGLY PREFER OUTGOING	TOTAL
Is reserved and reflective OR outgoing and socially engaging.	0.96% 1	12.50% 13	51.92% 54	34.62% 36	104

## Q41 10.

Answered: 104 Skipped: 16



Strongly Pr... Slightly Pre... Slightly Pre... Strongly Pr...

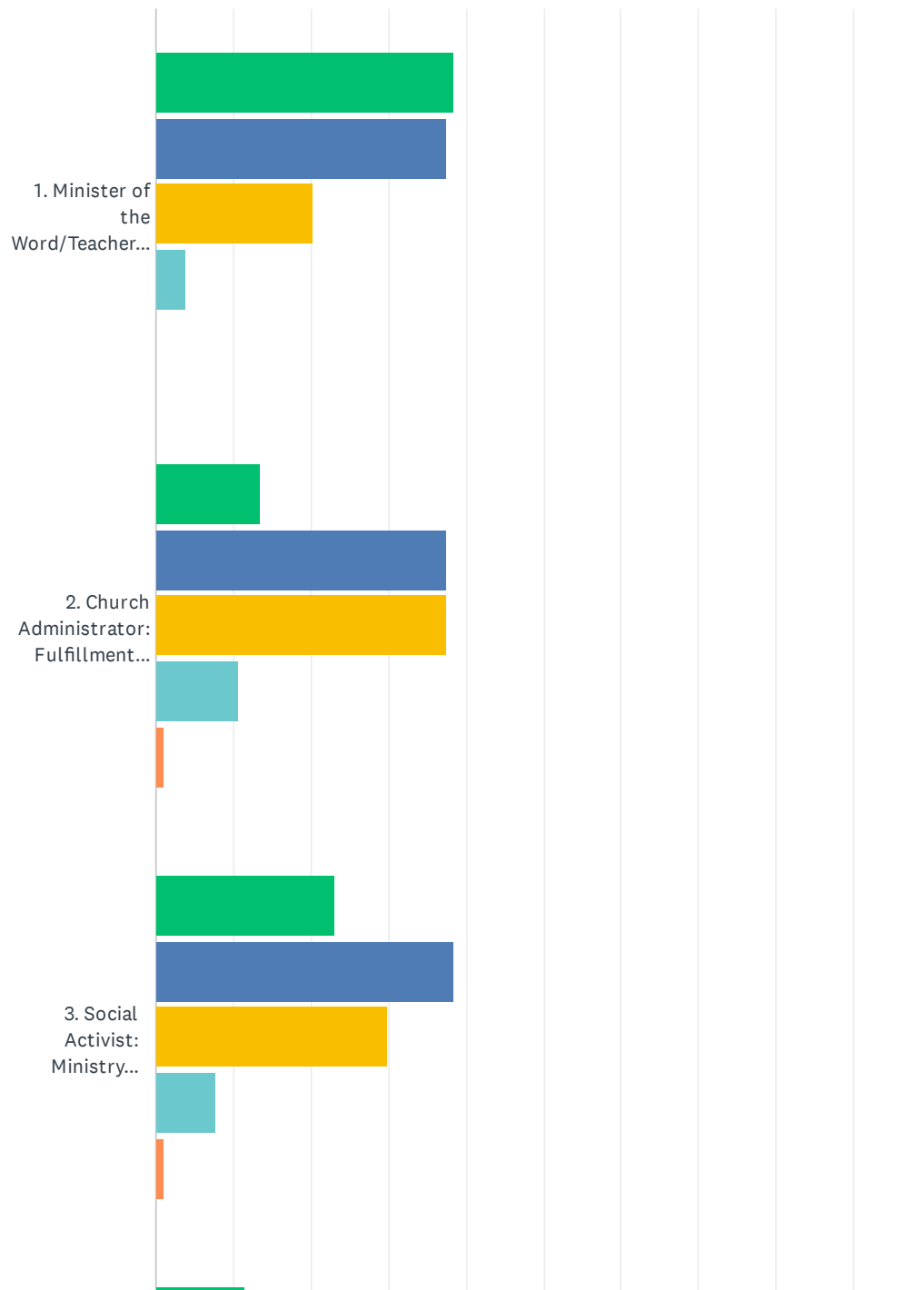
	STRONGLY PREFER PRIVATE LIFE	SLIGHTLY PREFER PRIVATE LIFE	SLIGHTLY PREFER GIVES WHOLE SELF	STRONGLY PREFER GIVES WHOLE SELF	TOTAL
Maintains a private life of family, friends, personal and professional development OR gives whole self to the life of the church and work as pastor.	28.85% 30	34.62% 36	28.85% 30	7.69% 8	104



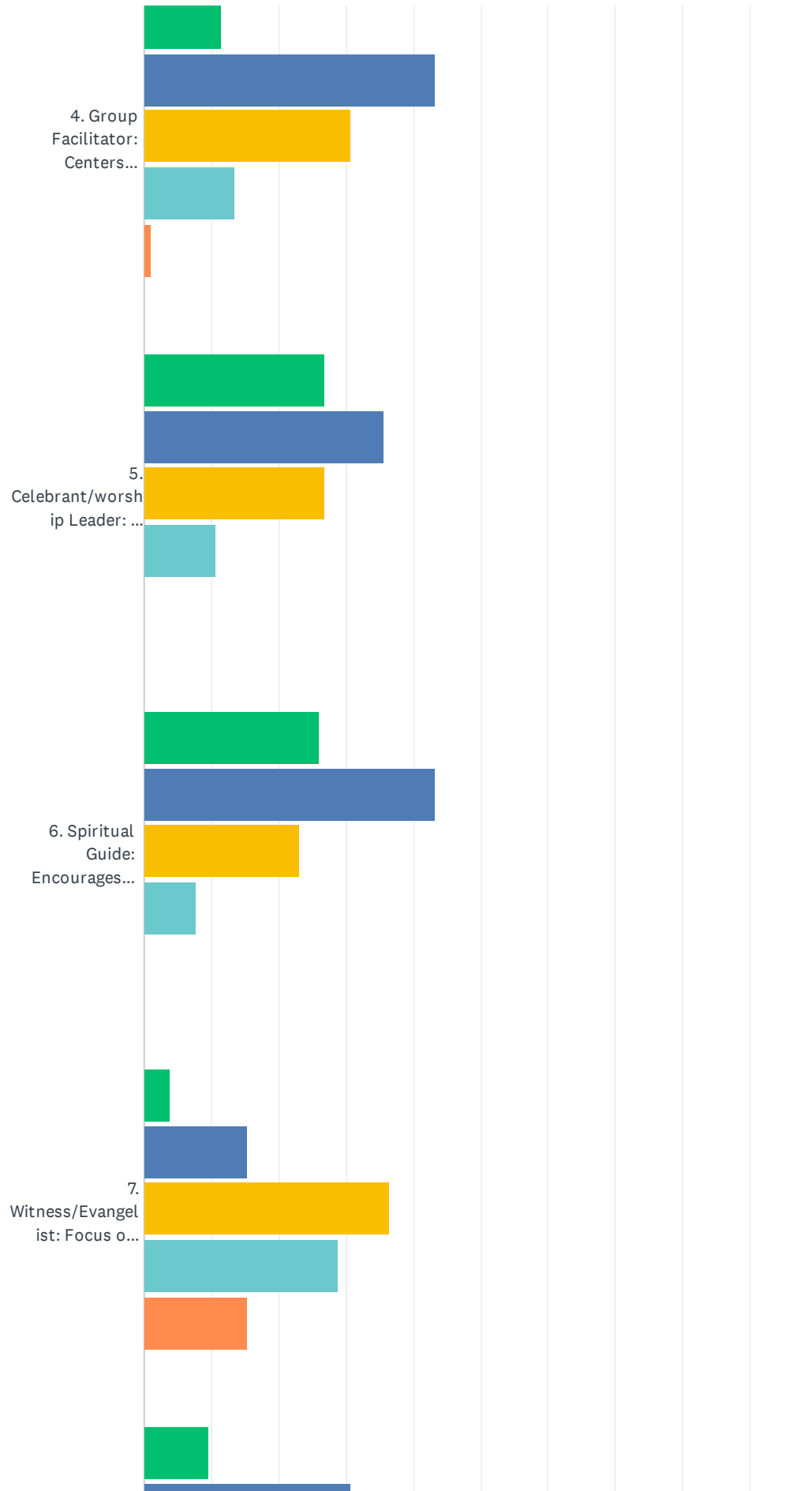
Q42 Listed below are ten images or dominant roles in terms of which clergy variously orient their ministry. To what extent would you like to see the pastor of your congregation emphasize or embody each of the roles?

Would you say it is essential, very important, moderately important, not very important, or would you prefer the pastor to not emphasize the role at all?

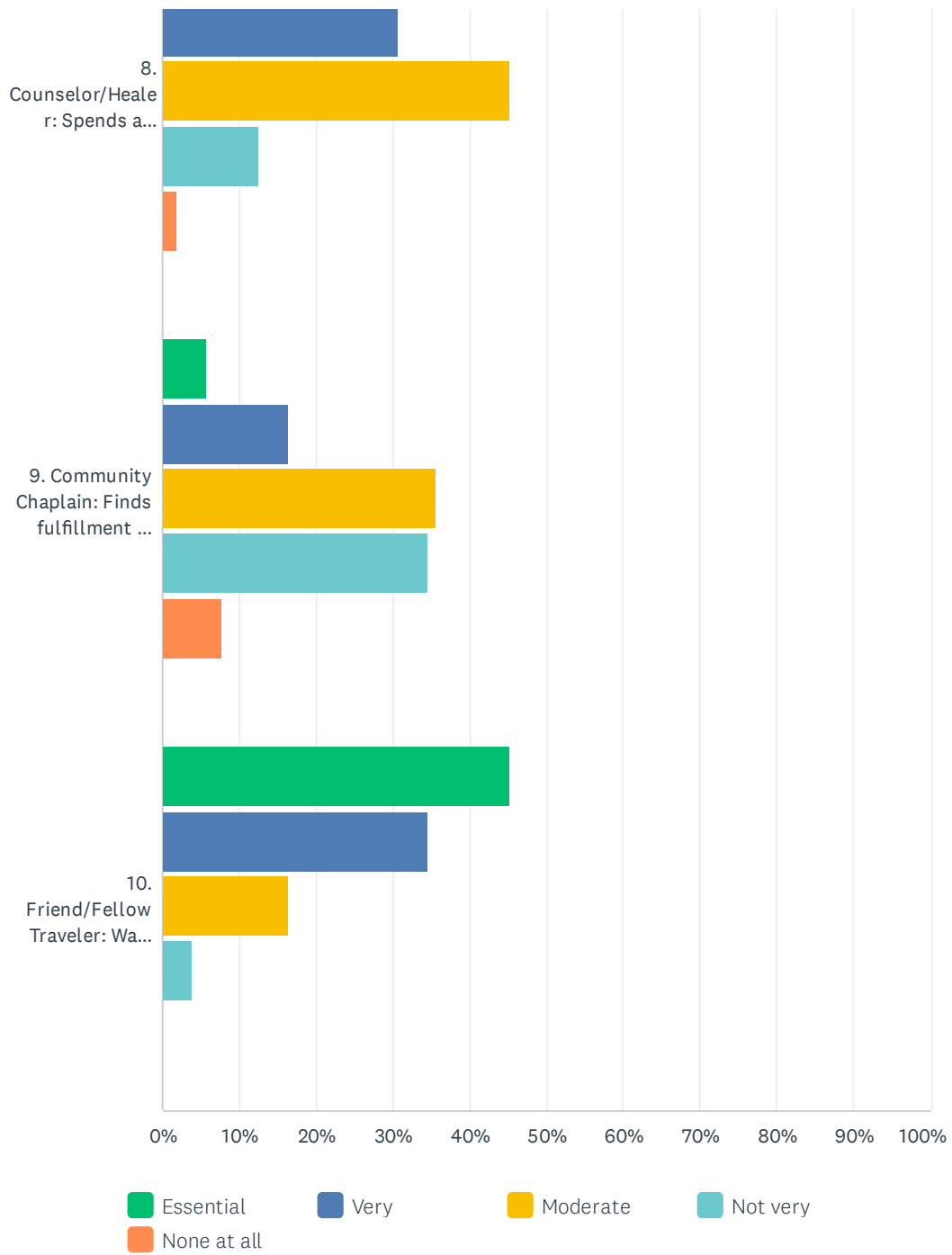
Answered: 104 Skipped: 16



# First Church Cambridge Pastoral Search Inventory



# First Church Cambridge Pastoral Search Inventory

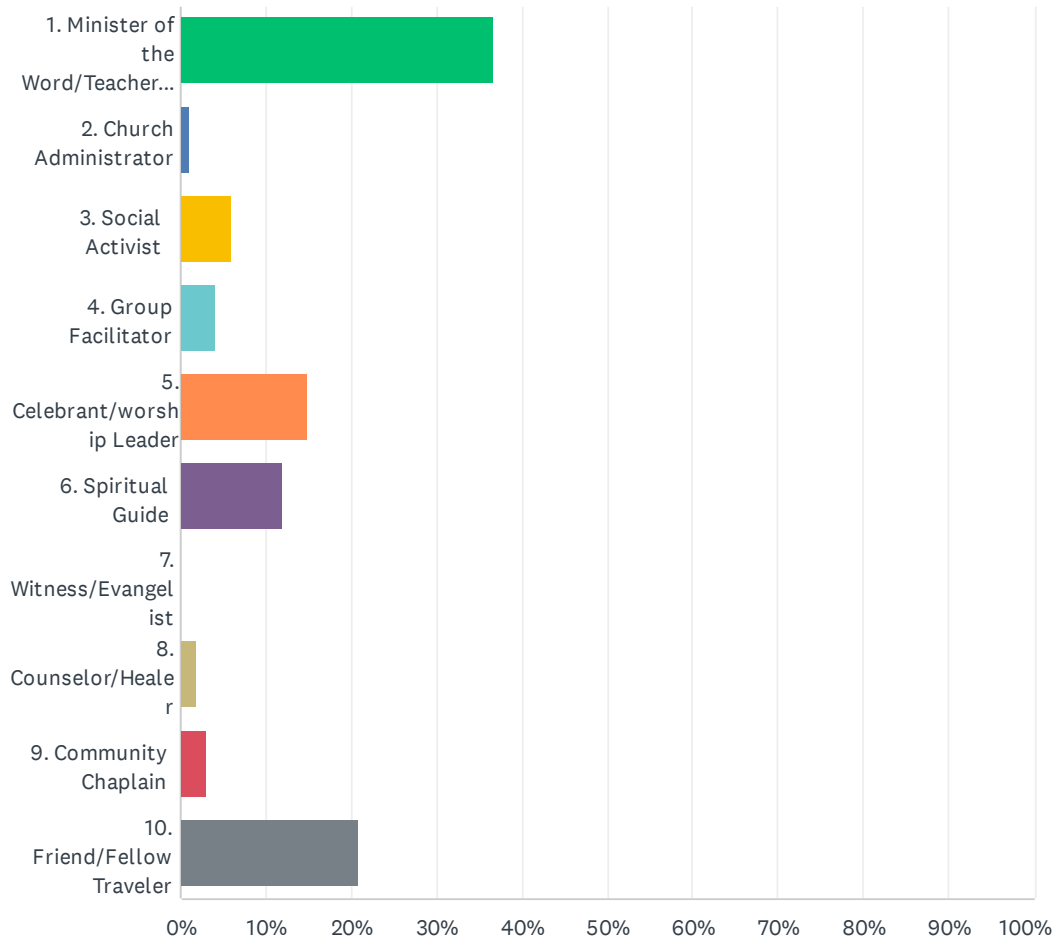


# First Church Cambridge Pastoral Search Inventory

	ESSENTIAL	VERY	MODERATE	NOT VERY	NONE AT ALL	TOTAL
1. Minister of the Word/Teacher of the Congregation: Finds primary fulfillment in preaching and teaching and is attracted to a congregation with a strong educational emphasis	38.46% 40	37.50% 39	20.19% 21	3.85% 4	0.00% 0	104
2. Church Administrator: Fulfillment comes in administering and managing a productive, varied and effective church program and organization	13.46% 14	37.50% 39	37.50% 39	10.58% 11	0.96% 1	104
3. Social Activist: Ministry centers in relating the Gospel to the social context, enjoys being on the cutting edge of social concerns and involvement in community affairs	23.08% 24	38.46% 40	29.81% 31	7.69% 8	0.96% 1	104
4. Group Facilitator: Centers ministry around work with small groups of people, helping them relate particular interests and needs to the Gospel; organizes the church around a variety of interest, study and task groups	11.54% 12	43.27% 45	30.77% 32	13.46% 14	0.96% 1	104
5. Celebrant/worship Leader: Is most at home in leading the congregation in worship; deep appreciation for ritual and ceremonial in both formal and informal settings	26.92% 28	35.58% 37	26.92% 28	10.58% 11	0.00% 0	104
6. Spiritual Guide: Encourages development of all members' spiritual lives; works intensely with those interested in pursuing spiritual disciplines; minister has exemplary spiritual life	25.96% 27	43.27% 45	23.08% 24	7.69% 8	0.00% 0	104
7. Witness/Evangelist: Focus of ministry is sharing the Gospel with those in and outside the church; developing the church's evangelistic witness is a primary task	3.85% 4	15.38% 16	36.54% 38	28.85% 30	15.38% 16	104
8. Counselor/Healer: Spends a major part of each week in pastoral counseling and visiting in homes and/or hospitals; finds fulfillment in helping people face their crisis	9.62% 10	30.77% 32	45.19% 47	12.50% 13	1.92% 2	104
9. Community Chaplain: Finds fulfillment in civic roles and leadership; often serves on community committees and task groups; may be chaplain to community groups	5.77% 6	16.35% 17	35.58% 37	34.62% 36	7.69% 8	104
10. Friend/Fellow Traveler: Warm and loving person who relates to us as an ordinary human being; compassionate and good listener; not afraid to reveal personal pain and struggle	45.19% 47	34.62% 36	16.35% 17	3.85% 4	0.00% 0	104

## Q43 Which of these ten roles do you feel it is most important for the pastor of your congregation to fulfill?

Answered: 101 Skipped: 19

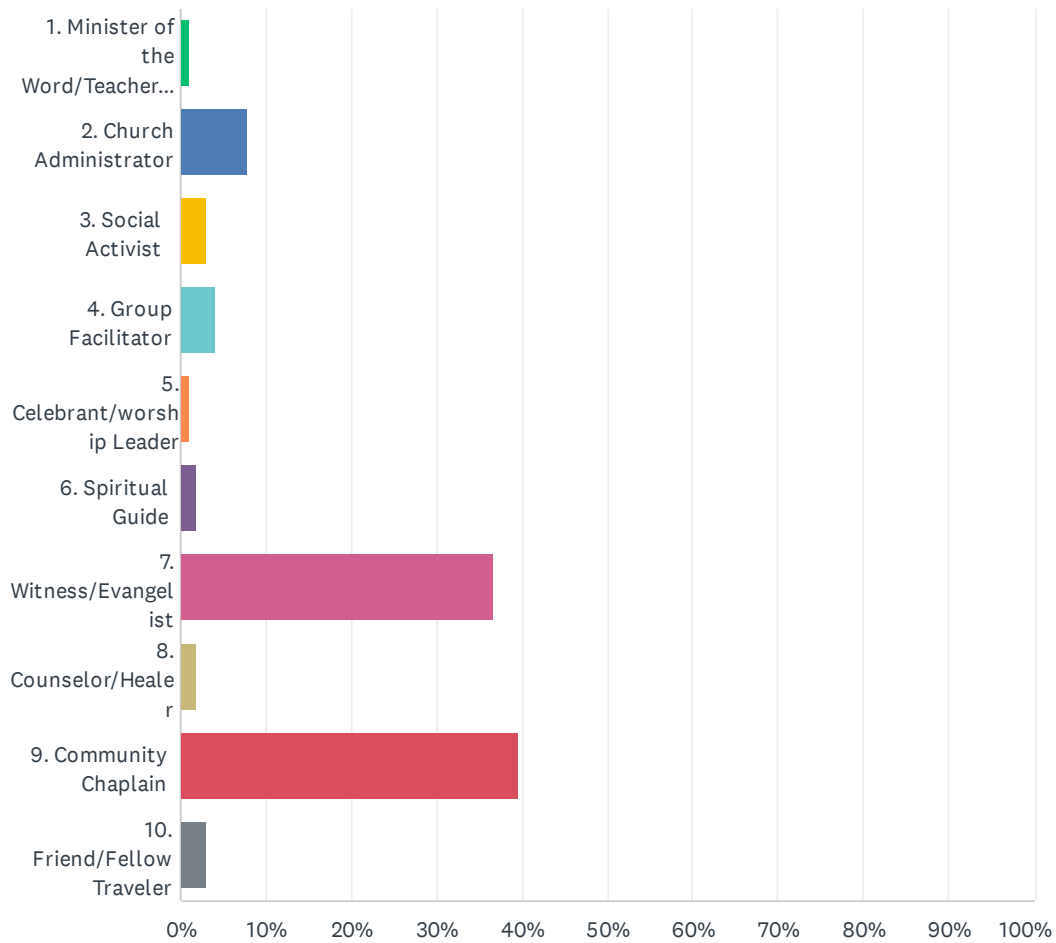


# First Church Cambridge Pastoral Search Inventory

ANSWER CHOICES	RESPONSES	
1. Minister of the Word/Teacher of the Congregation	36.63%	37
2. Church Administrator	0.99%	1
3. Social Activist	5.94%	6
4. Group Facilitator	3.96%	4
5. Celebrant/worship Leader	14.85%	15
6. Spiritual Guide	11.88%	12
7. Witness/Evangelist	0.00%	0
8. Counselor/Healer	1.98%	2
9. Community Chaplain	2.97%	3
10. Friend/Fellow Traveler	20.79%	21
TOTAL		101

## Q44 Which of the ten roles do you feel is least important?

Answered: 101 Skipped: 19



# First Church Cambridge Pastoral Search Inventory

ANSWER CHOICES	RESPONSES	
1. Minister of the Word/Teacher of the Congregation	0.99%	1
2. Church Administrator	7.92%	8
3. Social Activist	2.97%	3
4. Group Facilitator	3.96%	4
5. Celebrant/worship Leader	0.99%	1
6. Spiritual Guide	1.98%	2
7. Witness/Evangelist	36.63%	37
8. Counselor/Healer	1.98%	2
9. Community Chaplain	39.60%	40
10. Friend/Fellow Traveler	2.97%	3
TOTAL		101

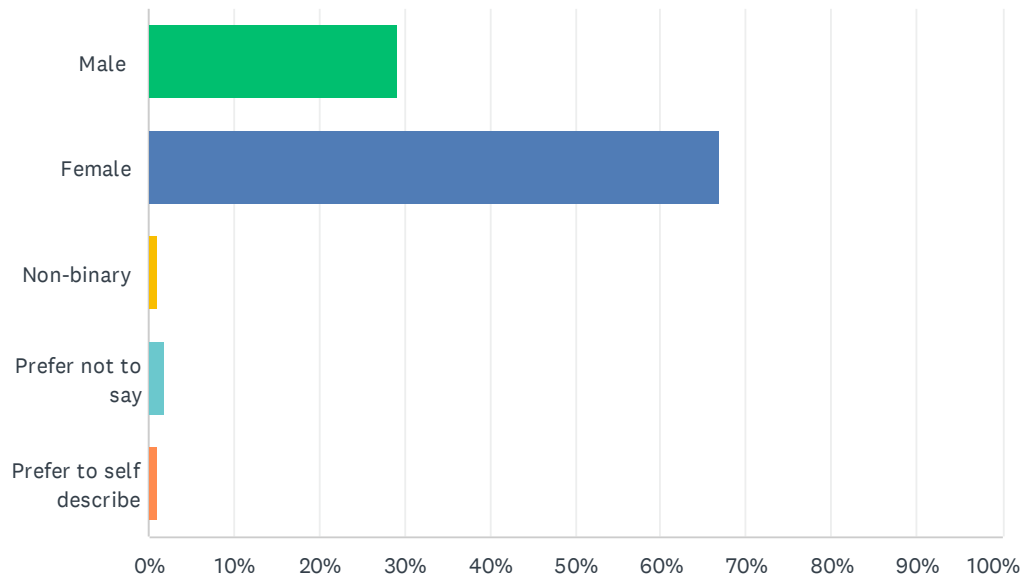


Q45 Now that you have spent this time reflecting on the congregation present situation, think for a bit about your vision for the future of this church. Please take a few final minutes and discuss your hope for the church's future. What are your dreams, desires, and wishes for the church over the next five years?

Answered: 91   Skipped: 29

## Q46 Gender?

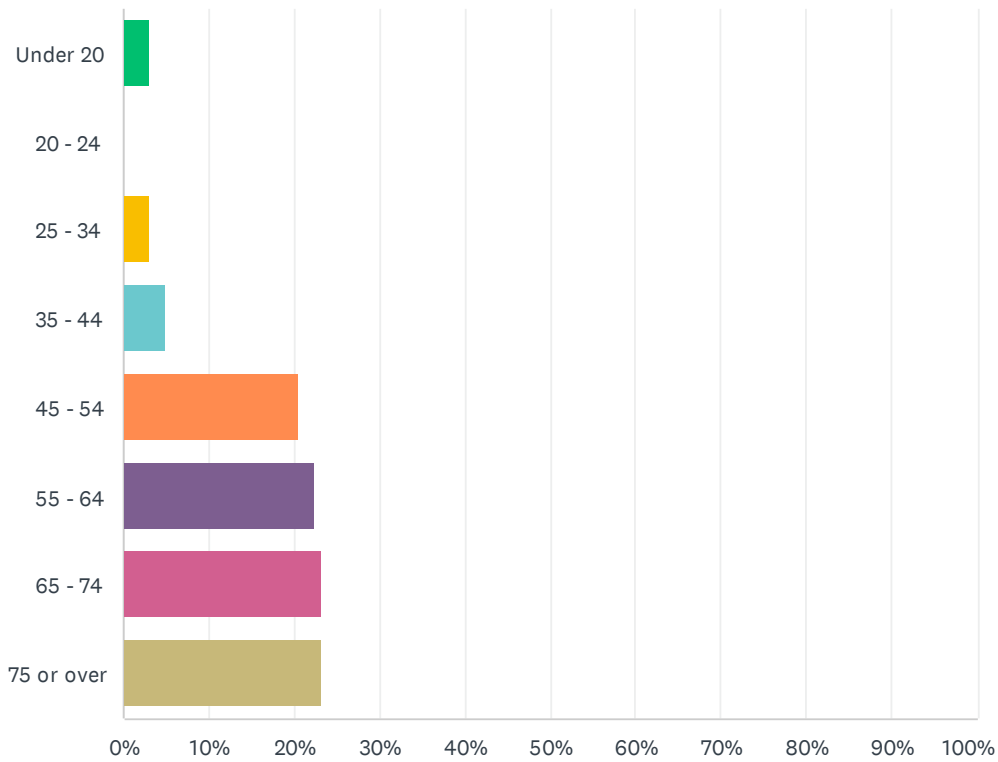
Answered: 103 Skipped: 17



ANSWER CHOICES	RESPONSES	
Male	29.13%	30
Female	66.99%	69
Non-binary	0.97%	1
Prefer not to say	1.94%	2
Prefer to self describe	0.97%	1
TOTAL		103

## Q47 Age?

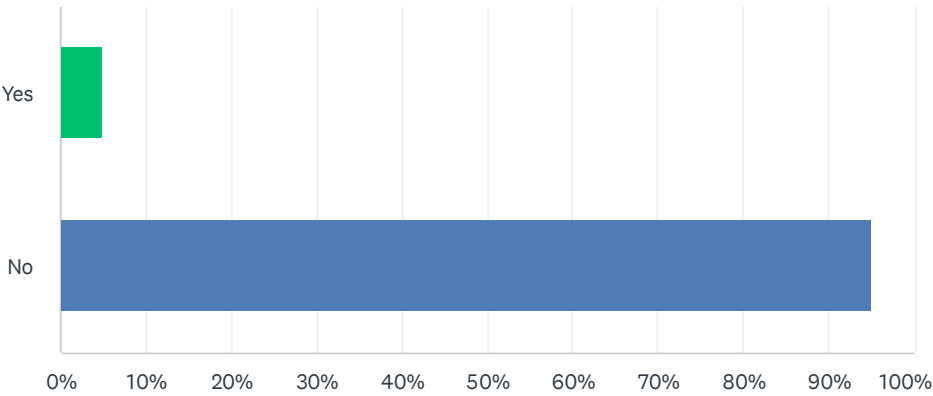
Answered: 103   Skipped: 17



ANSWER CHOICES	RESPONSES	
Under 20	2.91%	3
20 - 24	0.00%	0
25 - 34	2.91%	3
35 - 44	4.85%	5
45 - 54	20.39%	21
55 - 64	22.33%	23
65 - 74	23.30%	24
75 or over	23.30%	24
TOTAL		103

Q48 Do you identify as a person of color?

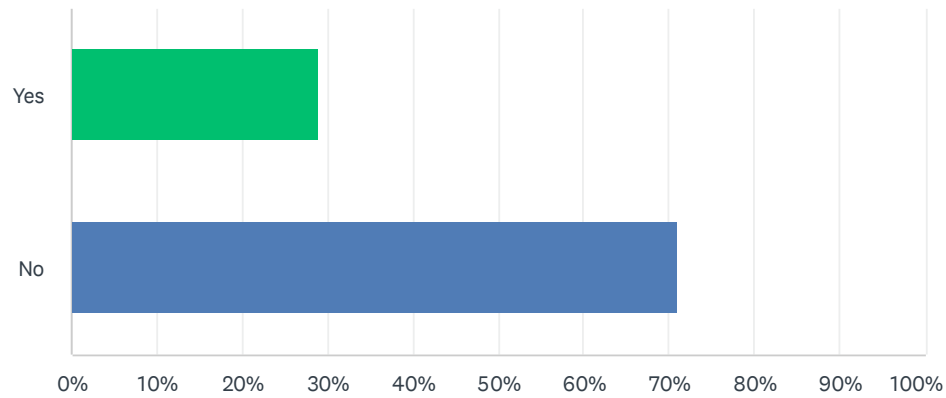
Answered: 103    Skipped: 17



ANSWER CHOICES	RESPONSES	
Yes	4.85%	5
No	95.15%	98
TOTAL		103

## Q49 Do you have children living at home?

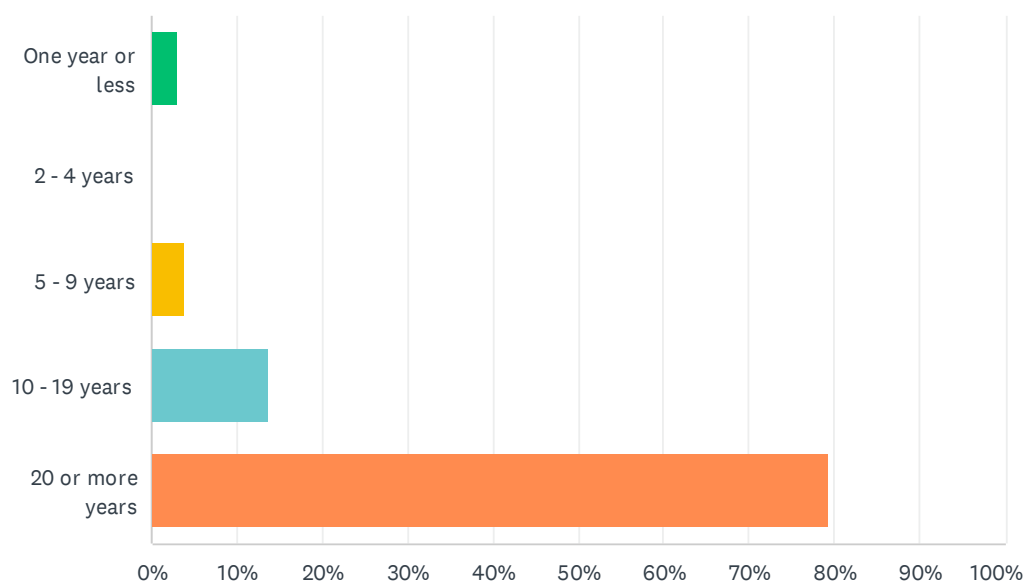
Answered: 100 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	29.00%	29
No	71.00%	71
Total Respondents: 100		

## Q50 How many years have you lived in this general area?

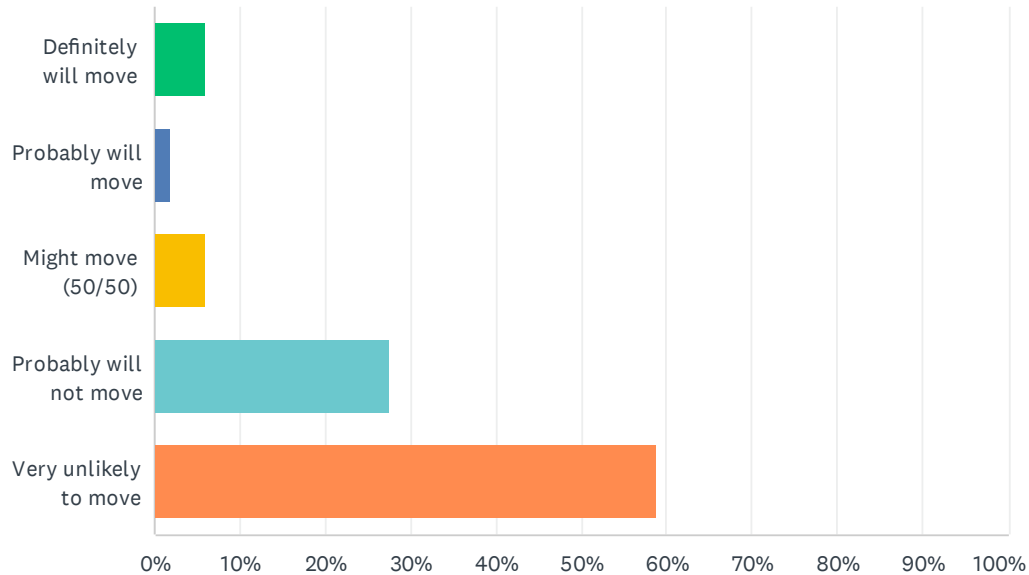
Answered: 102   Skipped: 18



ANSWER CHOICES	RESPONSES	
One year or less	2.94%	3
2 - 4 years	0.00%	0
5 - 9 years	3.92%	4
10 - 19 years	13.73%	14
20 or more years	79.41%	81
TOTAL		102

## Q51 How likely is it that you might move out of this general area within the next few years?

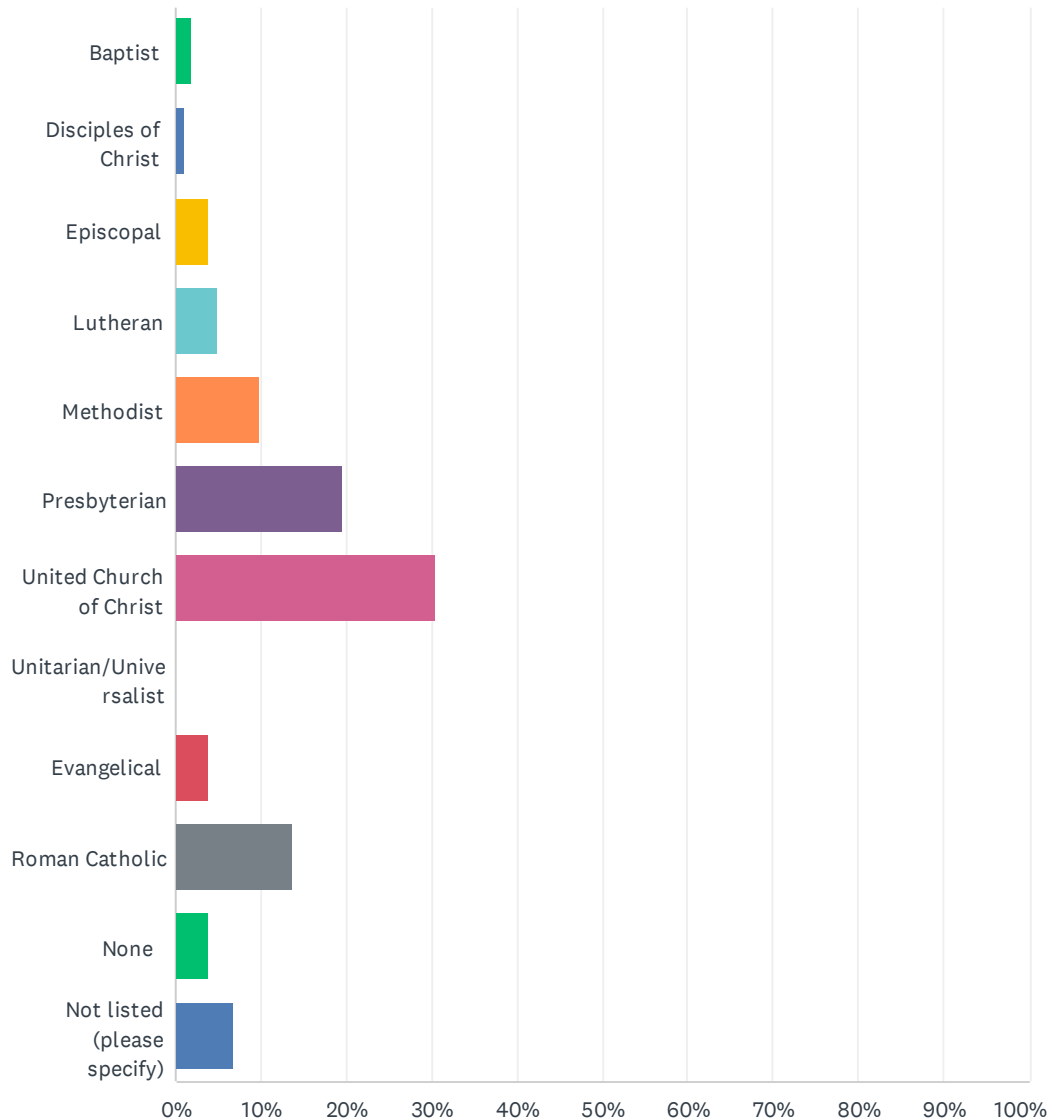
Answered: 102 Skipped: 18



ANSWER CHOICES	RESPONSES	
Definitely will move	5.88%	6
Probably will move	1.96%	2
Might move (50/50)	5.88%	6
Probably will not move	27.45%	28
Very unlikely to move	58.82%	60
TOTAL		102

## Q52 In what denomination were you raised? If you were involved with more than one denomination when you were growing up, with which did you have the greatest identification?

Answered: 102 Skipped: 18



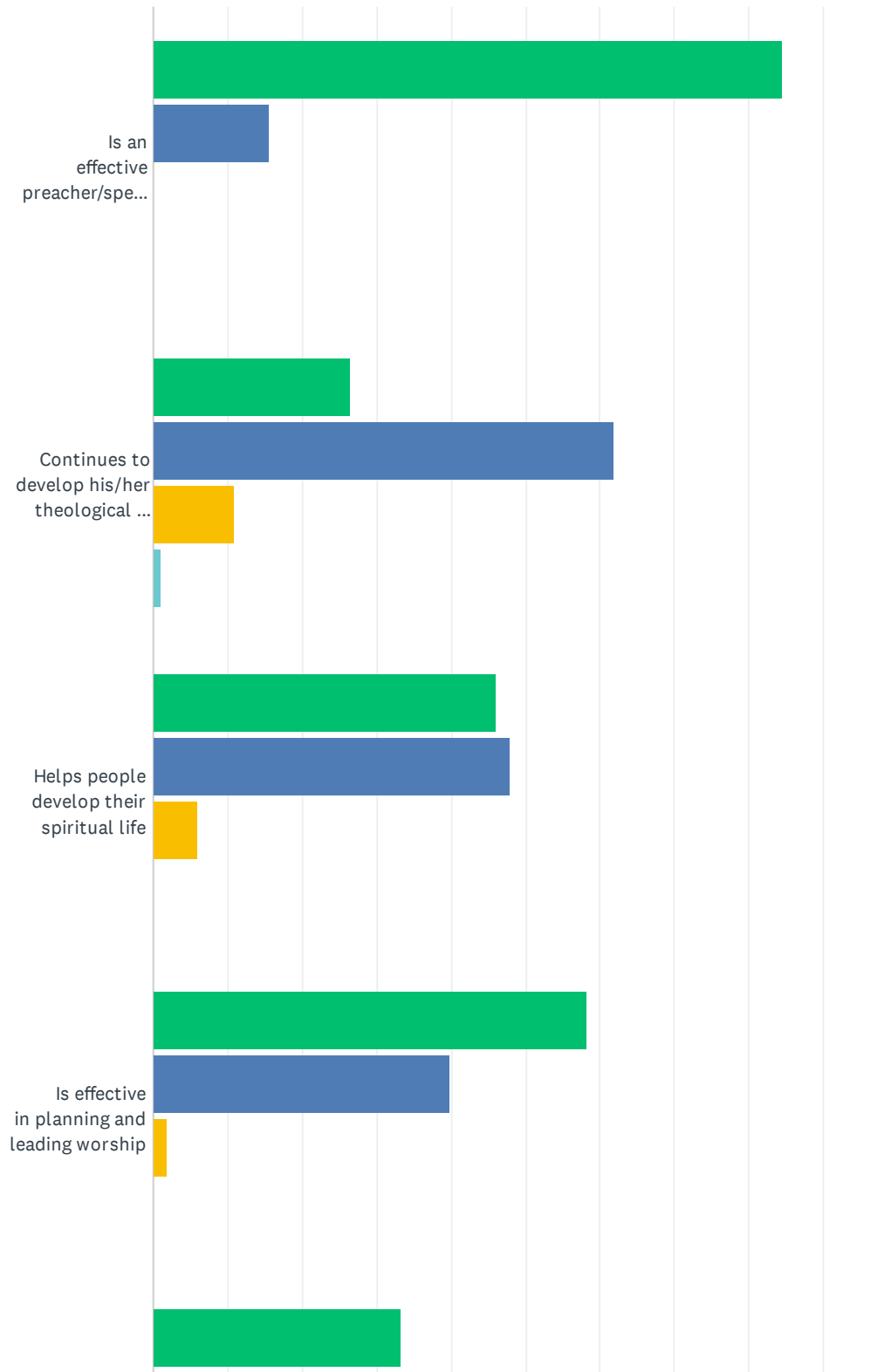


# First Church Cambridge Pastoral Search Inventory

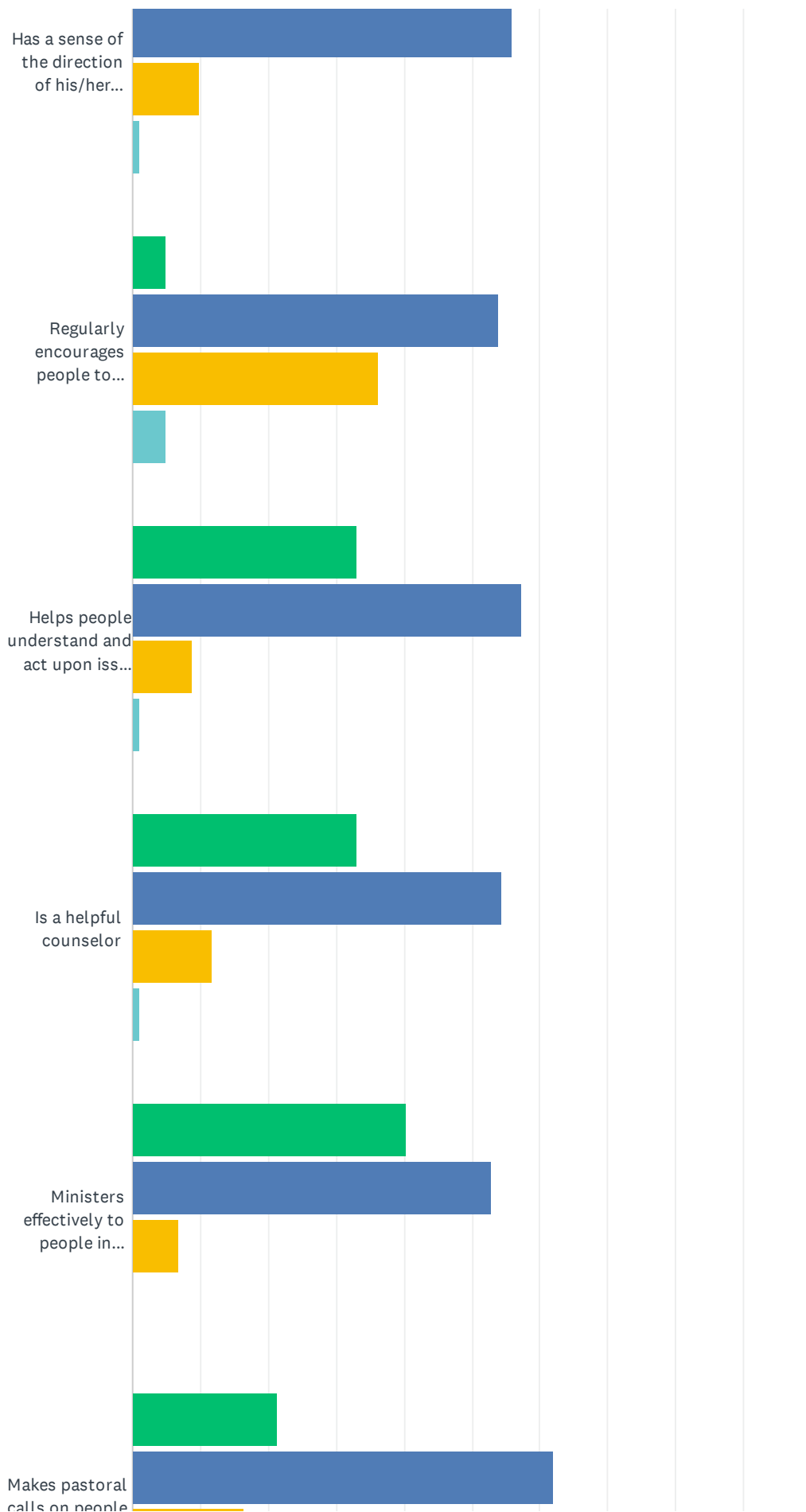
ANSWER CHOICES	RESPONSES	
Baptist	1.96%	2
Disciples of Christ	0.98%	1
Episcopal	3.92%	4
Lutheran	4.90%	5
Methodist	9.80%	10
Presbyterian	19.61%	20
United Church of Christ	30.39%	31
Unitarian/Universalist	0.00%	0
Evangelical	3.92%	4
Roman Catholic	13.73%	14
None	3.92%	4
Not listed (please specify)	6.86%	7
TOTAL		102

**Q53** The following list of items represents a range of qualities in the ministry of the church. Identify how important each of the following is in a new pastor.

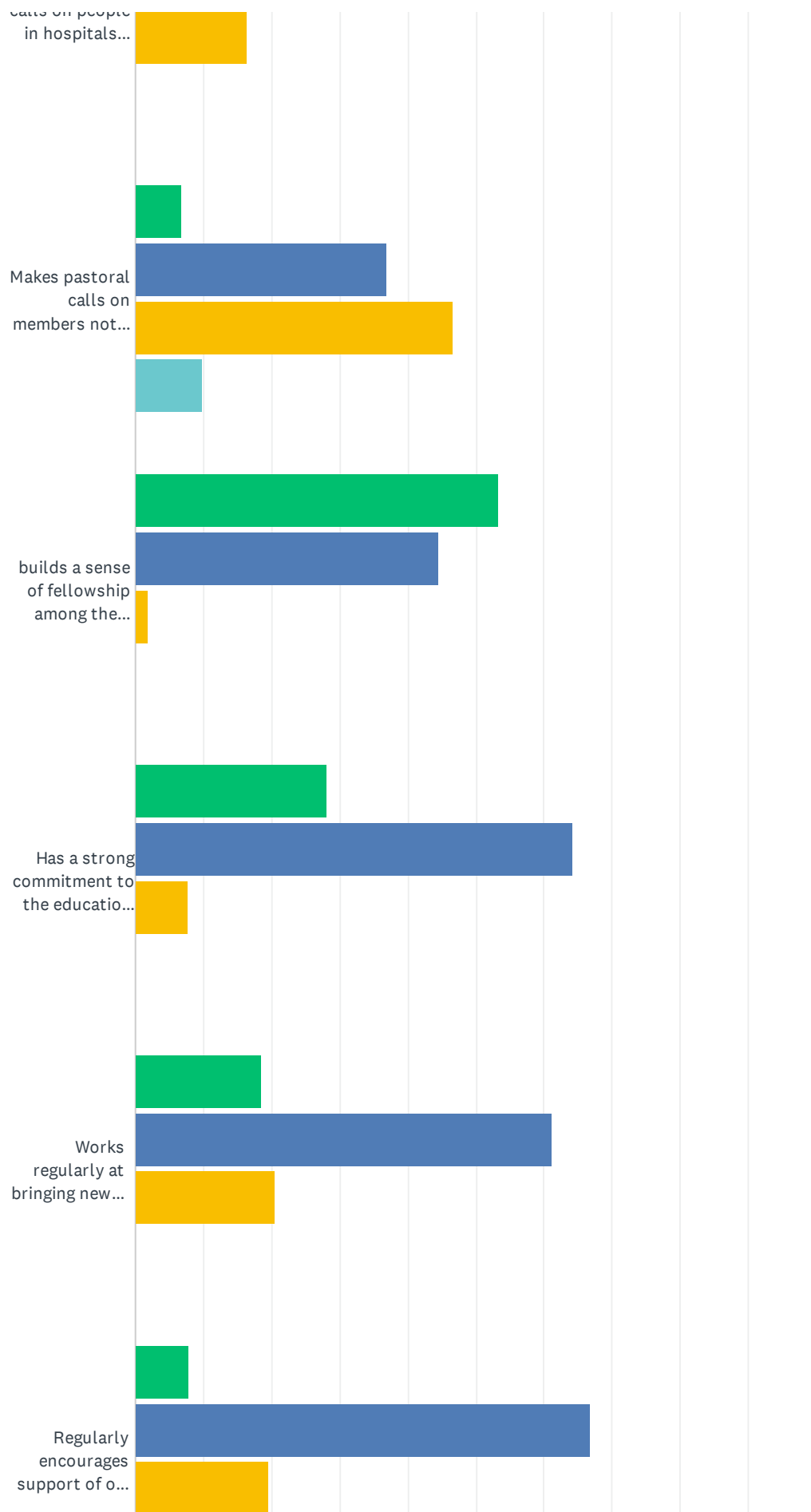
Answered: 103 Skipped: 17



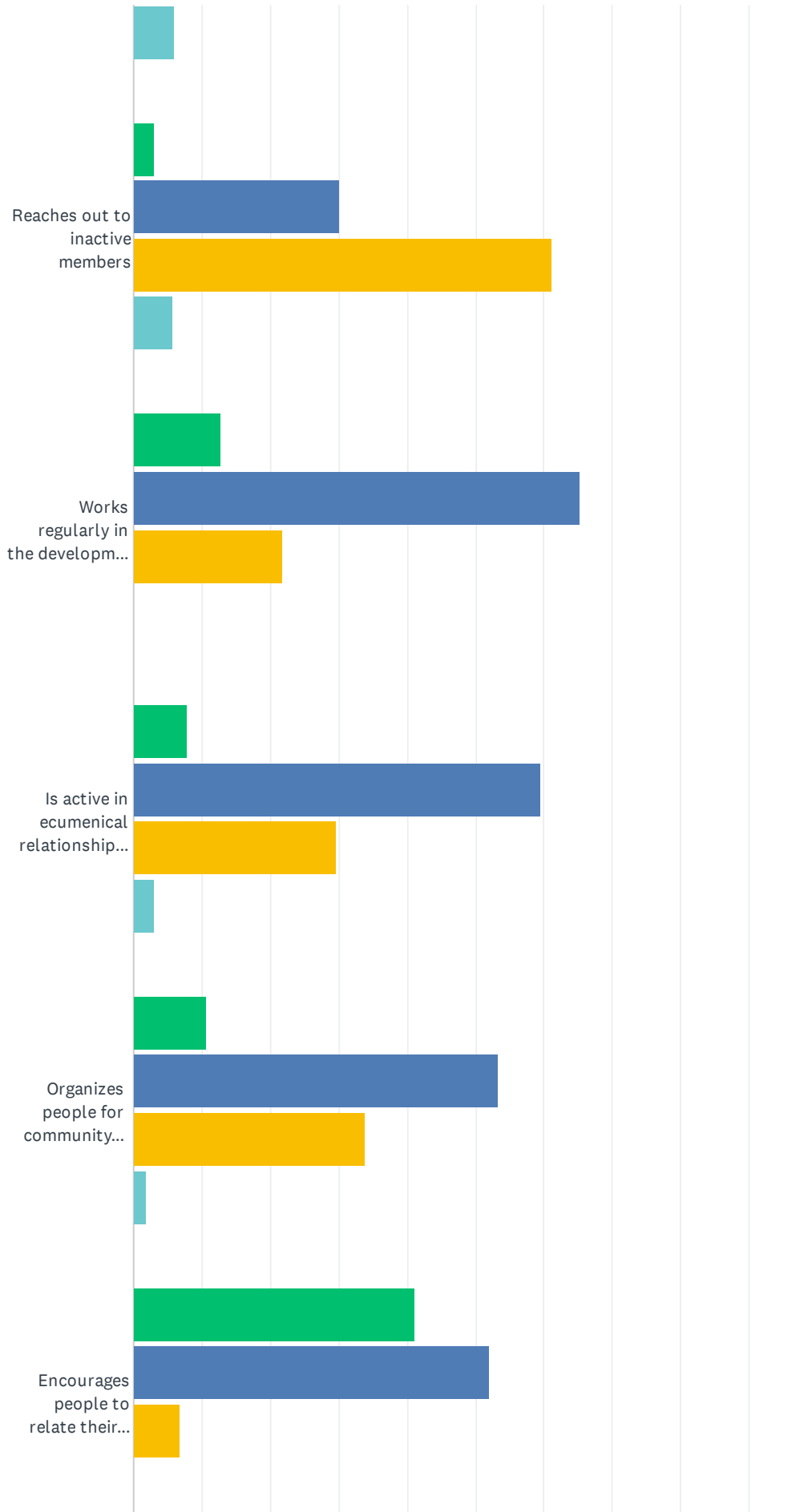
# First Church Cambridge Pastoral Search Inventory



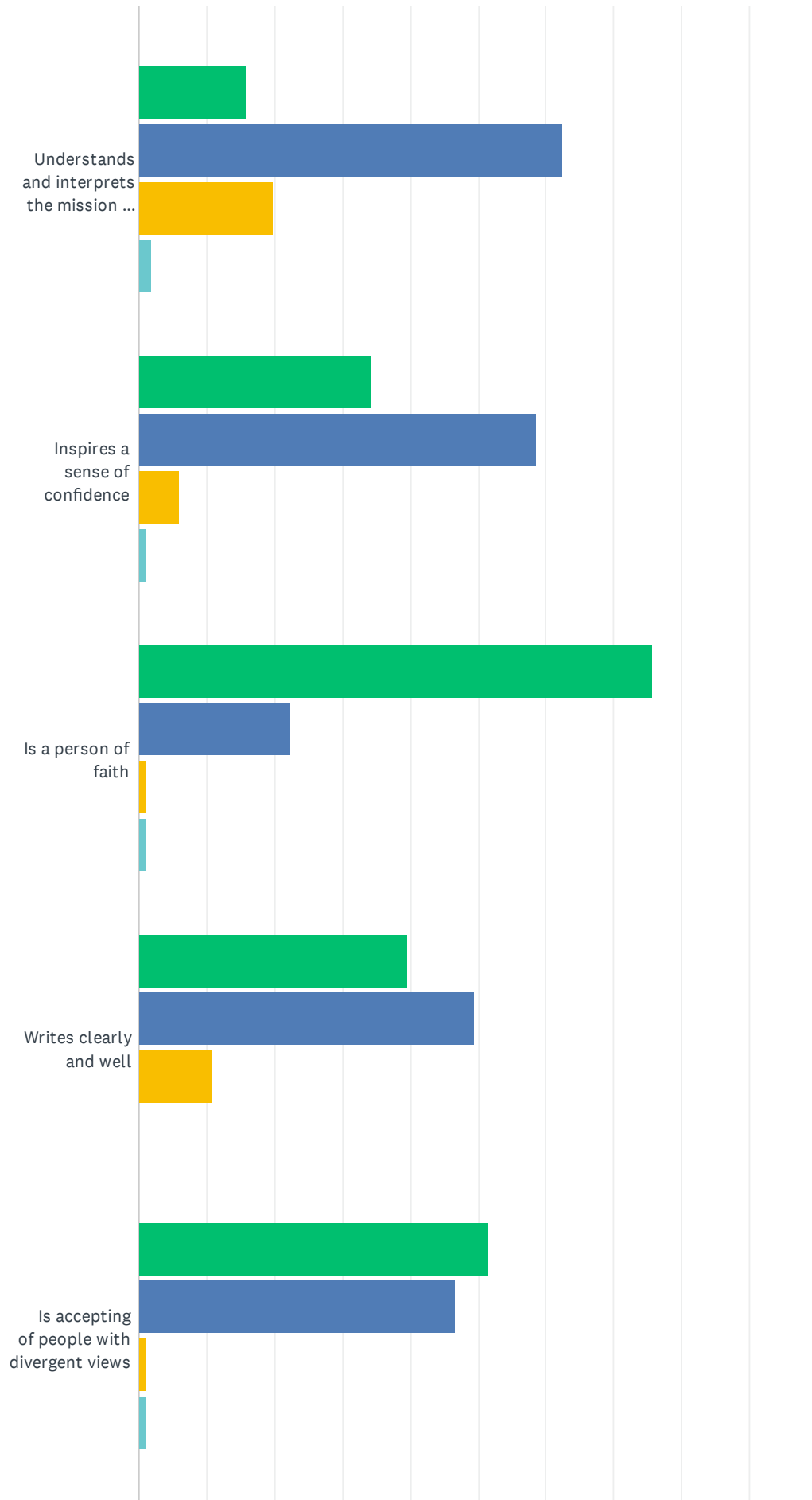
# First Church Cambridge Pastoral Search Inventory



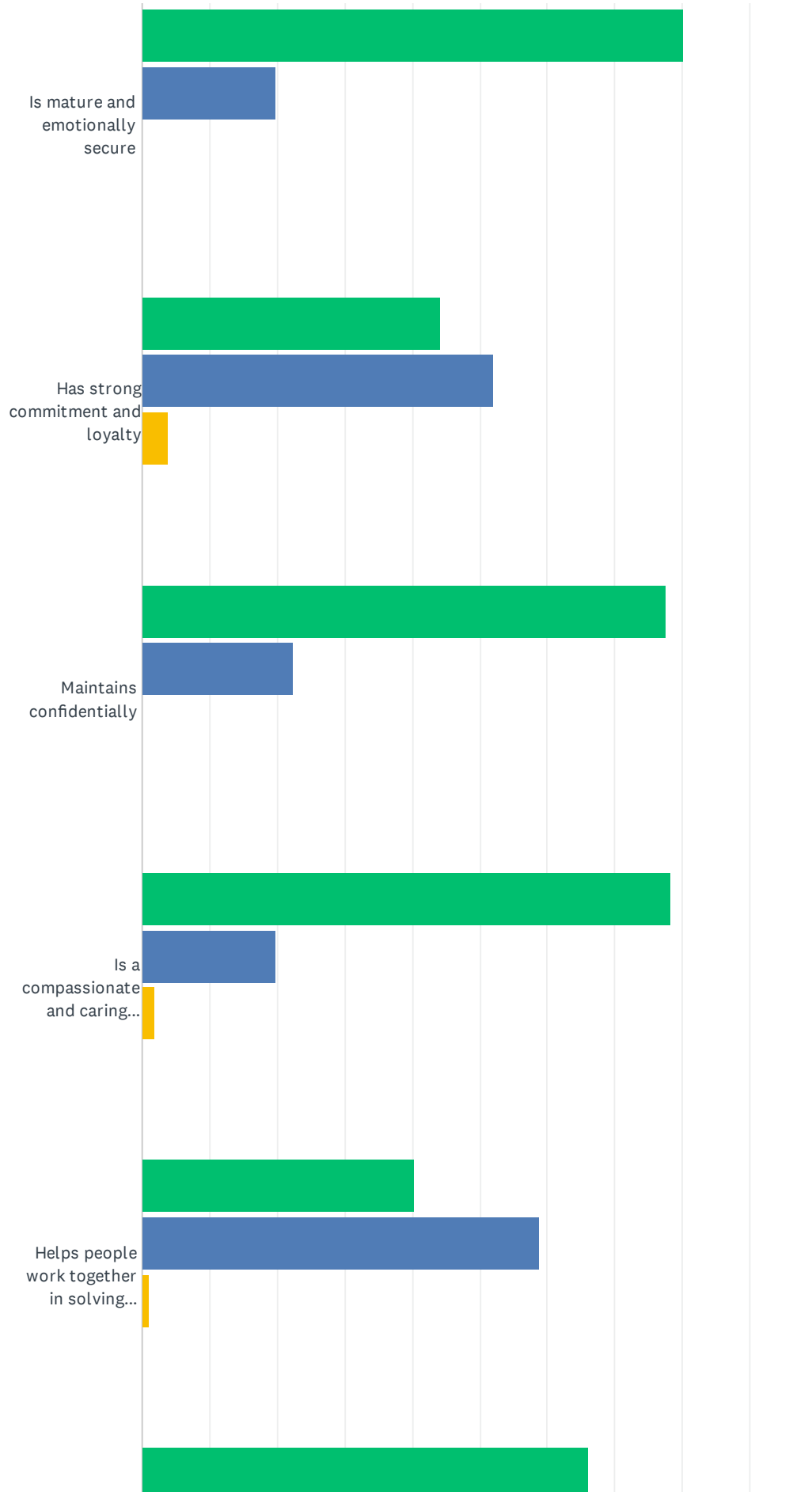
# First Church Cambridge Pastoral Search Inventory



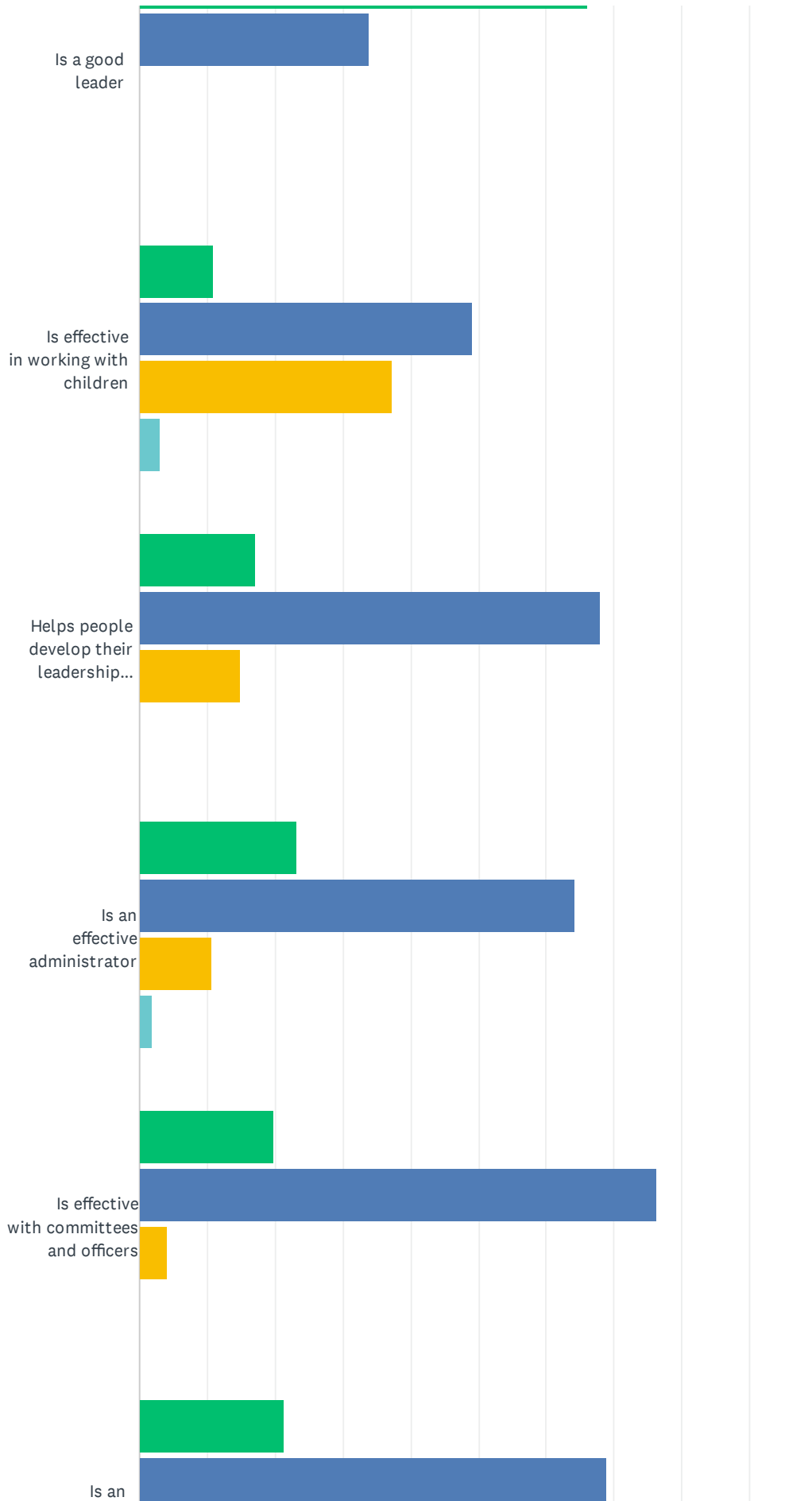
## First Church Cambridge Pastoral Search Inventory



# First Church Cambridge Pastoral Search Inventory

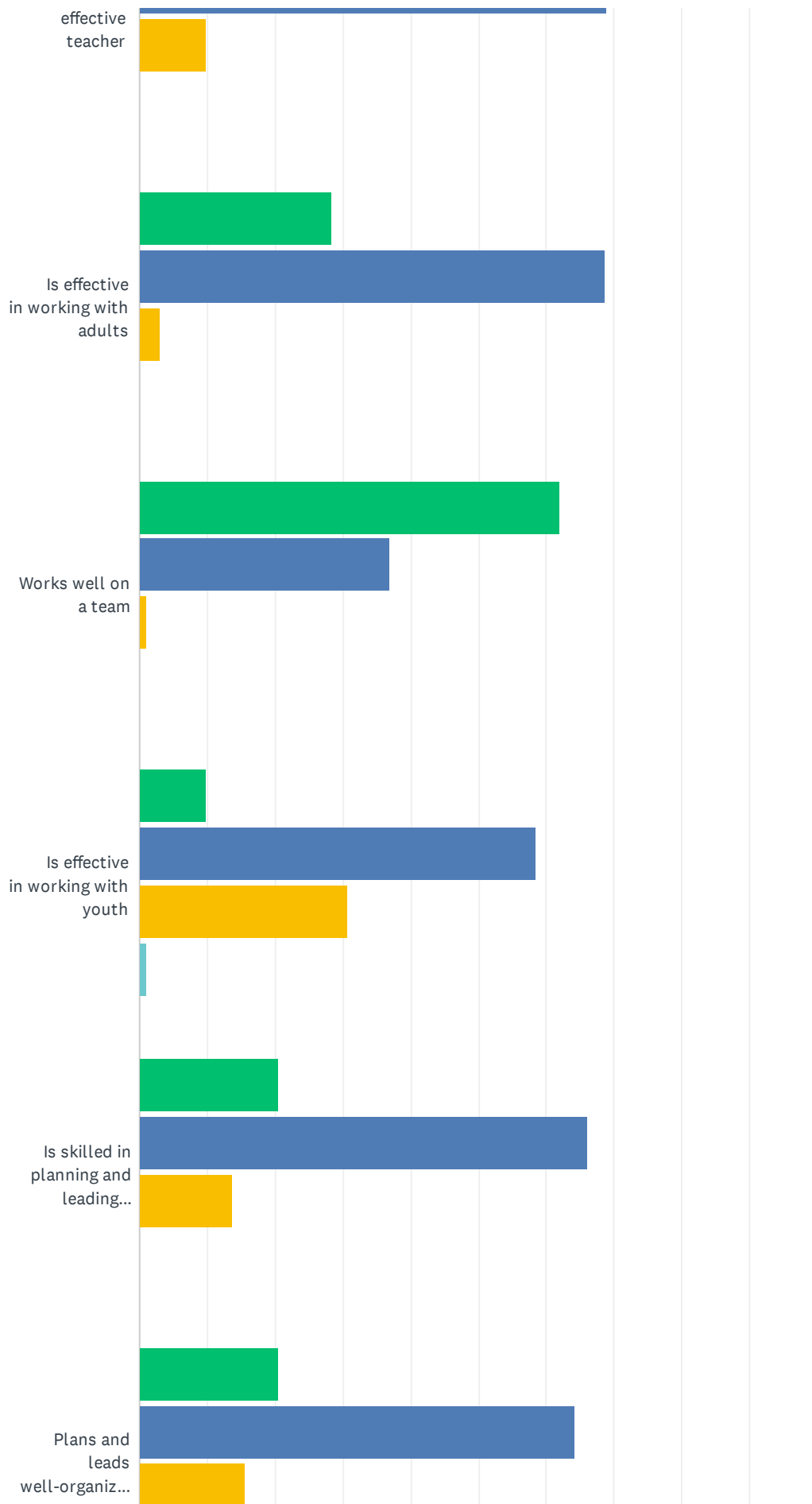


# First Church Cambridge Pastoral Search Inventory

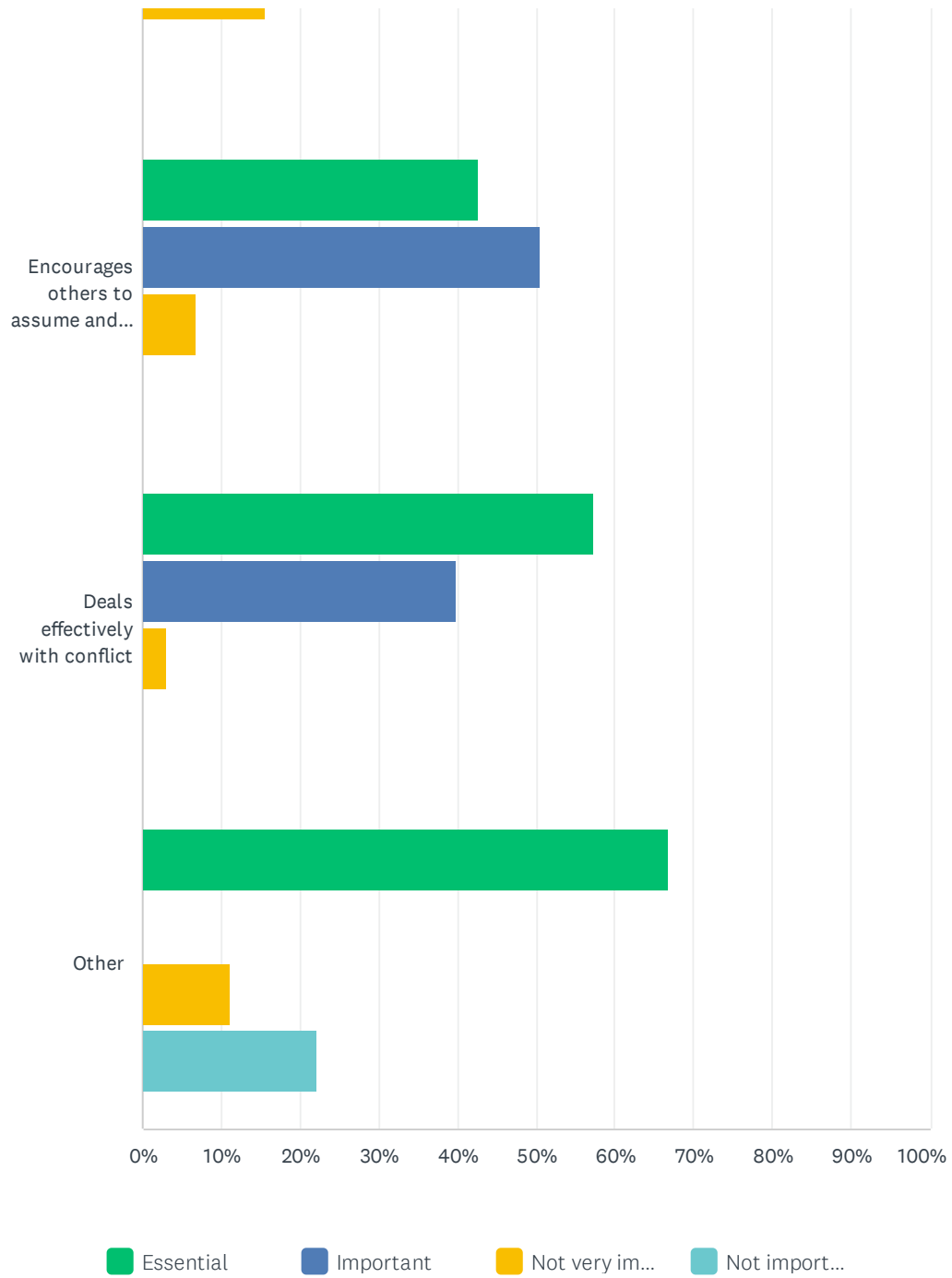




# First Church Cambridge Pastoral Search Inventory



## First Church Cambridge Pastoral Search Inventory



# First Church Cambridge Pastoral Search Inventory

	ESSENTIAL	IMPORTANT	NOT VERY IMPORTANT	NOT IMPORTANT AT ALL	TOTAL
Is an effective preacher/speaker	84.47% 87	15.53% 16	0.00% 0	0.00% 0	103
Continues to develop his/her theological and biblical skills	26.47% 27	61.76% 63	10.78% 11	0.98% 1	102
Helps people develop their spiritual life	46.08% 47	48.04% 49	5.88% 6	0.00% 0	102
Is effective in planning and leading worship	58.25% 60	39.81% 41	1.94% 2	0.00% 0	103
Has a sense of the direction of his/her ministry	33.33% 34	55.88% 57	9.80% 10	0.98% 1	102
Regularly encourages people to participate in denominational activities and programs	4.90% 5	53.92% 55	36.27% 37	4.90% 5	102
Helps people understand and act upon issues of social justice	33.01% 34	57.28% 59	8.74% 9	0.97% 1	103
Is a helpful counselor	33.01% 34	54.37% 56	11.65% 12	0.97% 1	103
Ministers effectively to people in crisis situations	40.20% 41	52.94% 54	6.86% 7	0.00% 0	102
Makes pastoral calls on people in hospitals and nursing homes and those confined to their homes	21.36% 22	62.14% 64	16.50% 17	0.00% 0	103
Makes pastoral calls on members not confined to their homes	6.80% 7	36.89% 38	46.60% 48	9.71% 10	103
builds a sense of fellowship among the people with whom he/she works	53.40% 55	44.66% 46	1.94% 2	0.00% 0	103
Has a strong commitment to the educational ministry of the church	28.16% 29	64.08% 66	7.77% 8	0.00% 0	103
Works regularly at bringing new members into the church	18.45% 19	61.17% 63	20.39% 21	0.00% 0	103
Regularly encourages support of our church's wider mission	7.84% 8	66.67% 68	19.61% 20	5.88% 6	102
Reaches out to inactive members	2.91% 3	30.10% 31	61.17% 63	5.83% 6	103
Works regularly in the development of stewardship growth	12.87% 13	65.35% 66	21.78% 22	0.00% 0	101
Is active in ecumenical relationships and encourages the church to participate	7.92% 8	59.41% 60	29.70% 30	2.97% 3	101
Organizes people for community action	10.68% 11	53.40% 55	33.98% 35	1.94% 2	103
Encourages people to relate their faith to their daily lives	41.18% 42	51.96% 53	6.86% 7	0.00% 0	102
Understands and interprets the mission of the church from a global perspective	15.84% 16	62.38% 63	19.80% 20	1.98% 2	101
Inspires a sense of confidence	34.34% 34	58.59% 58	6.06% 6	1.01% 1	99
Is a person of faith	75.73%	22.33%	0.97%	0.97%	

# First Church Cambridge Pastoral Search Inventory

	78	23	1	1	103
Writes clearly and well	39.60% 40	49.50% 50	10.89% 11	0.00% 0	101
Is accepting of people with divergent views	51.46% 53	46.60% 48	0.97% 1	0.97% 1	103
Is mature and emotionally secure	80.20% 81	19.80% 20	0.00% 0	0.00% 0	101
Has strong commitment and loyalty	44.12% 45	51.96% 53	3.92% 4	0.00% 0	102
Maintains confidentiality	77.67% 80	22.33% 23	0.00% 0	0.00% 0	103
Is a compassionate and caring person	78.22% 79	19.80% 20	1.98% 2	0.00% 0	101
Helps people work together in solving problems	40.20% 41	58.82% 60	0.98% 1	0.00% 0	102
Is a good leader	66.02% 68	33.98% 35	0.00% 0	0.00% 0	103
Is effective in working with children	10.78% 11	49.02% 50	37.25% 38	2.94% 3	102
Helps people develop their leadership abilities	17.00% 17	68.00% 68	15.00% 15	0.00% 0	100
Is an effective administrator	23.30% 24	64.08% 66	10.68% 11	1.94% 2	103
Is effective with committees and officers	19.80% 20	76.24% 77	3.96% 4	0.00% 0	101
Is an effective teacher	21.36% 22	68.93% 71	9.71% 10	0.00% 0	103
Is effective in working with adults	28.43% 29	68.63% 70	2.94% 3	0.00% 0	102
Works well on a team	62.14% 64	36.89% 38	0.97% 1	0.00% 0	103
Is effective in working with youth	9.90% 10	58.42% 59	30.69% 31	0.99% 1	101
Is skilled in planning and leading programs	20.39% 21	66.02% 68	13.59% 14	0.00% 0	103
Plans and leads well-organized meetings	20.39% 21	64.08% 66	15.53% 16	0.00% 0	103
Encourages others to assume and carry out leadership	42.72% 44	50.49% 52	6.80% 7	0.00% 0	103
Deals effectively with conflict	57.28% 59	39.81% 41	2.91% 3	0.00% 0	103
Other	66.67% 6	0.00% 0	11.11% 1	22.22% 2	9

## Q54 Please list the three most important qualities

Answered: 91   Skipped: 29

ANSWER CHOICES	RESPONSES	
First most important quality	100.00%	91
Second most important quality	100.00%	91
Third most important quality	100.00%	91