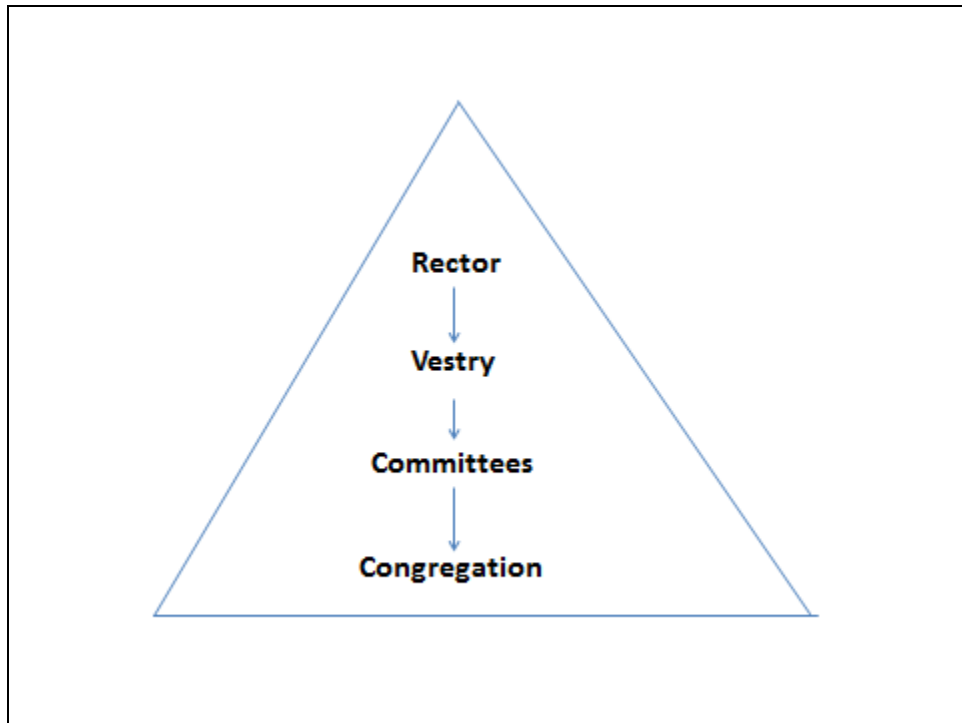


**St. Andrews Retreat**  
**Facilitated by Rev Charles Cook, Seminary of the Southwest**  
**January 21-22, 2011**

**The Church**

- At the grass roots – alive and well, vital and healthy
- Larger institutions – harder times – disease/conflict – newsmakers
- Faced at all levels with need to respond to both internal and external change

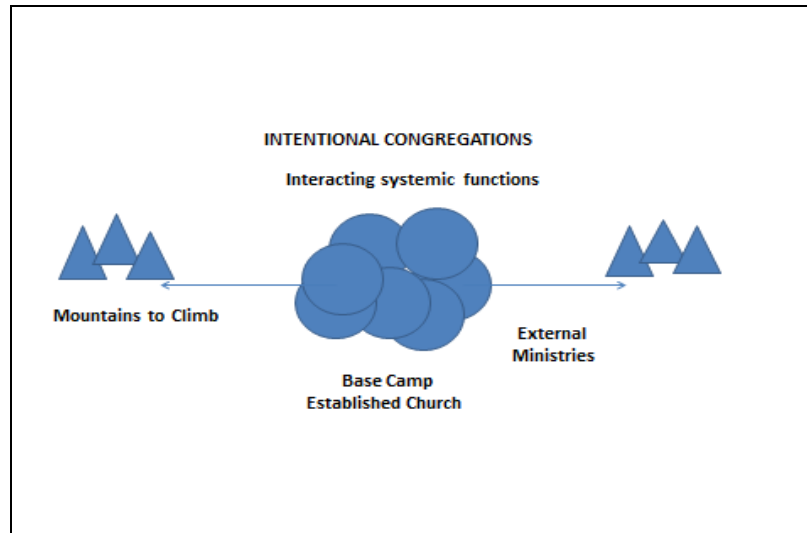
**Traditional Church**



- Top down
- Know your place
- Traditional
- Ministry = what happens at Church
- Comfortable/predictable
- Safe harbor
- Invited into the Church by rector
- 20% do 80% of the work – when invited
- Enclosed on a stormy sea
- Traditional institutional organization chart
  - o Rector at the top

- Vestry
- committees

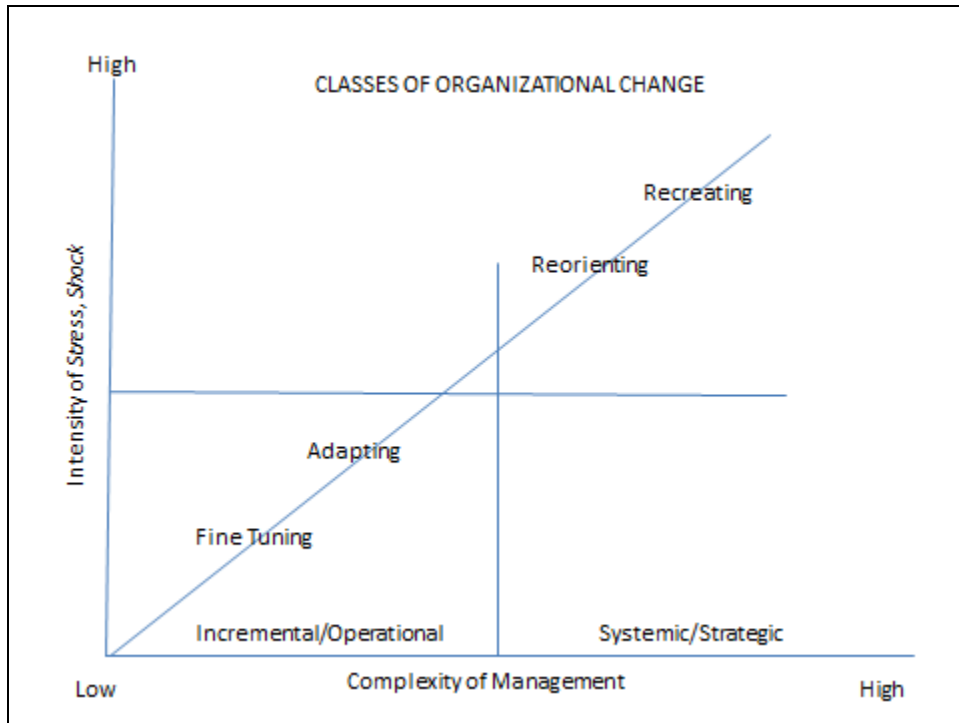
## Today's emerging modern Church – intentional congregations



- organization chart becomes an interconnected Venn diagram with multiple functions
- living-dynamic
- impact on one function tends to reverberate to all connected functions
- decision making must be made with this model in mind – systemic actions, consequences and solutions (function like a biological system)
- The mountain climbing metaphor
  - The Church as the organized body serves as a base camp
    - There must be a base camp to climb mountains
    - But the mountain must be climbed outside the base camp
    - Venn diagram of interconnected ministries inside the church body
      - Coming here makes it better to work outside
      - Interconnections relate to multiple interacting teams
      - Nurture
      - Care for each other
      - Collaborate
      - Non-anxious presence in an anxious environment
      - Complex machine metaphor – the Rector delivers a drop of oil to the right place where wheels are squeaking
    - Individual functions move outside the body to climb the mountains = to perform individual or group ministries in the world outside – community – state – national – international

- The ultimate goal for contemporary congregations = the appropriate combination to create the established / intentional continuum – see the handout showing the two kinds of congregations as a function of ideas and characteristics

### Change – the continuum of emerging change – evolutionary and revolutionary



- Rooted in tradition and identity
- Open to change
- React to external environment
- Create change in the midst of continuity (my term)
- Classes of Organizational Change:
- Intensity of stress ,shock, trauma x complexity of management = difficulty of change –
- Four kinds of change
  - Fine tuning – churches love to do this – easiest to do
    - Hand addressed and stamped envelopes – 75% better chance of open/read – re stewardship.
    - Feels good but often accomplishes little
    - Low stress and not complex
  - Adapting
    - Reacting, not proactive to change
    - Example – changing neighborhood environment – often external

- Example of church with changing and increasing membership
- Moving up the diagonal – but still not a big deal
- Re-Orienting
  - Example: Church loses steam or spark of fire – reason for being – must rekindle
    - Christ church – Charlotte, NC
      - Annual Vestry retreat
      - Intent to celebrate new facilities – fund raiser
      - Matthew 25 – done to least = done to me = game changer
      - Sr. Warden reported – charged church and members
      - Bishop won't come until we raise same amount of new money for outreach
      - Stress level up in parish – complexity of management – anxiety
      - Raised money in 8 weeks – lasting change
      - Risk involved
      - Mixed reactions – wide spread
      - “wonderful moment in ministry and I aged a lot”
- Recreating
  - St. Andrews in Amarillo
    - Large – housed Bishop
    - Lotsa plaques – traditional
    - Re-orientation recommended
    - Church burned – formed re-creation committee
    - “the church is what you have when the building burns down”
    - During rebuilding – stress is high, complexity increases – further up the diagonal

### **Where are we and where do we want to go?**

- Some say must work on right side of the graph to be effective in change
- St. Andrews chose to stay downtown – which is a key decision
- Where are we on the graph today? – to be examined
- Rector: strategic plan of 3 years ago – he estimates St Andrews is at least on re-orienting point
  - Plan on a shelf – the strategy of 3 years ago
  - Tuning and adapting = stepping towards the strategic vision
    - ESL – example
    - Other specific items
- Kracht: not yet ready to move too fast or far with complexity – creates tension created by this position drives further change

- Tice:
  - o external ministries that operate outside the church in most Christian way possible – like the triangle model from last night
  - o some case studies would show too much change destroyed the church
- Charlie Cook: examples abound where re-creation has worked very well
  - o Creating formats for the Church can draw crowds
  - o Take clues from popular cultures – taken to extreme – take away traditional – he perceives as very negative
  - o Distinguish style from message in creating and evaluating change (Mike Mullen)
- Jim Miller three groups in this church
  - o Resisting
  - o Reasoning and adapting
  - o Headed for re-orientation
- Change for change sake not good – provide a reason for change – has to be a rationale for change
- Kracht: perceives change began in this church about 25 years ago
  - o Using this church as a springboard for external ministries
  - o Are we reacting and adapting or reorienting – an unanswered question
  - o Individuals acting out their faith in the community – using St. Andrews as the “base camp”
- Charlie Cook asks if we can do this both as individuals and as a church
  - o Must be aware of the cultural context in which we find ourselves
  - o Greater economic gap
  - o Opportunities abound for adapting
  - o Our location in town – presents needs in the context of the neighborhood - what it means to be here at this time
- Rector: Strategic plan
  - o Facilities
  - o Neighborhood context how to engage
  - o Architect – overall assessment – capital campaign that has worked
  - o Broken windows sparked interest in preservation of the church
  - o New outreach to the community – neighborhood – and other churches
  - o Rector involvement in the downtown community – moving us along
- Jim Miller – 42 separate ministries from the Church – when look at the total – the number doubles – he asserts we are almost into the base camp model
- Steve Carr: How do we plan reorientation or re-creating or do we respond – we probably do some of both – look ahead when possible rather than in the rear view mirror
- External change is larger occurring more rapidly – how to anticipate rather than react – look through the headlights

## Contemporary Congregations: The Established-Intentional Continuum

Ideals and Characteristics	Established Congregations	Intentional Congregations
Image	Chapel	Community
God	Father, Ruler, Judge, "above us"	Love, Spirit, "with us"
Congregants	Member, family	Companions, pilgrims, friends
Ministry	Paid professionals	Shared, mentoring, teaching
Education	Information about Christian Faith	Formation in Christian practices
Theology	Seminary-based expertise	Communal task, lived, experiential
Piety	Introverted, private, devotional	Extroverted, expressive, spirituality
Orientation	Received, routinized, rules	Reflexive, reflective, risk
Space	Dwelling, structures, place	Fluid, dynamic, journey
Tradition	Deposit, inheritance, custom	Process, wisdom, flexible
Worldview	Compartmentalized, low tension with culture	Connected, medium to high tension with culture
Goal	Preservation, Maintenance, salvation	Encounter, movement, way of life

### Church as base camp model

- In the dark ages, monastic community with porous or fluid boundaries
  - o Provide the same service as monks in the time of great change in the western world
  - o Learning was declining
  - o Traditions ignored in society and ancient values
  - o In dark ages, monks collected and copied and housed the great treasures that were being lost
    - When middle ages came – their products were invaluable
    - Using this as a metaphor – today’s church – operating a rapidly changing world – the base camp becomes the place where treasure troves are kept – preserving traditions and values - participating in today’s world and assuring treasures available for future generations

- Morris Bernam – writes about new world culture – twilight of American culture “delightful old crank”
- Going to hell in hand basket with technology
- Hopeful expression – uses example of wanting to inspire individuals in society to be the ones to go out and do good against all odds – refers to them as the new monastic nomads – ala St. Francis or Mother Theresa
  - Nomads may not know each other
  - Canticle for Leibowitz is his source
- Can we consolidate individual nomads to become nomadic communities that create light to the darkness – what does it take?
  - We have a start with the base camp model
  - Won't live in monasteries
  - But what programs must be in place in the base camp to make St. Andrews work – to support the ministries of individuals when they go out into the world –

### **What are St. Andrews' treasures (group inputs)?**

- The church – the building – its esthetic value to the community – its location
- BCP and related traditions
- Adult forum and weekly bible reading – opportunity to recharge
- Knowing and caring for each other in the church and community
- Children and their mentors
- Role of Rector in spiritual guidance and leadership
- Minister to one another
- Generosity
- Music
- Destination church – people come here because they want to be here (SC) – cross parish boundaries
- Outreach – opportunities to help inside and outside ministries - Radical gratitude – book
- Pastoral care
- “tend to your inner spiritual landscape”
- Lots of inner circles in place and working, but one long range goal is to be sure they are nurtured and sustained

### **What new things must be added and how do we put them to practice? – have to find a circle in the base camp for the possible new starts**

- Kracht: What are the large big picture ideas that we can create – where will we be a generation down the road – we also need to identify WHAT. New ideas that are big picture

- More emphasis on engaging children – better planning for new directions – assess the needs and why children are not more involved
- Ecumenical activities – first inter-faith service at Thanksgiving – lots of opportunity – uphill
- Rector
  - o After school programs – deficits recognized – particularly programs in the arts
  - o How do we become the community church
    - Invite new people
    - Made okay because we are welcoming
    - May not like our approach, but try and see
    - When core values are clearly in mind – why not advertise?
- The big idea can emerge from considering the above
  - o Opportunity to revisit the strategy
  - o Creating the AHA moment – could happen at the review
  - o What are the big ideas – for future deliberation
  - o What resources are needed to make the big idea happen

**Rev. Charles Cook offers to return, if invited- Sean invites him back next year.**