



Ministerial Settlement System Congregational Record

The Unitarian Universalist Association declares and affirms its special responsibility, and that of its member congregations and organizations, to promote the full participation of persons in all of its and their activities and in the full range of human endeavor without regard to race, color, sex, disability, affectional or sexual orientation, age, or national origin.

Congregation: **Follen Church Society 2013**

Website address: **follen.org**

Ministry title: **Parish Minister**

Congregation Size: **III**

Congregation Wage Rate Area: **5**

Salary plus Housing: **\$**

Do the benefits and professional expenses provided for this position meet (or even exceed) the UUA Transitions Office recommendations as described in the "Open for Business" section of the [Settlement Handbook \(PDF\)](#)? **Yes**

If there is a range in the S&H, describe the objective, measurable criteria you will use in categorizing a potential candidate.

High \$105,000 - Exceptional skills and experience in serving as a parish minister at a comparably-sized church or larger.

Mid \$90,000 - Proven experience and skills in serving as parish minister at a comparably-sized or slightly smaller church.

Low \$75,000 - Limited experience, but demonstrated skills and the potential for growth and development.

Is the minister expected to occupy a parsonage? **no**

How much of the S&H is attributable to rental value? **0** To utilities? **0**

Number of adult members: **299** Av. Sunday attendance: **160**

Children & youth enrollment: **179** Av. children & youth attendance: **82**

Total operating expenditures: **502,264**

Total operating pledge income: **340,248** Number of pledge units: **211**

How many Sunday services? **2** Others during the week? **0**

How many months per year is the church at full operating capacity? **10**

Describe the character of the surrounding community:

Lexington is a lovely, historic New England town of 31,000. The town lies 10 miles northwest of Boston. Arlington (pop. 43,000) and Waltham (pop. 61,000), both somewhat more urban, adjoin Lexington. Geographic location of Follen members and friends: Lexington: 67 %; Arlington: 14 %; Waltham: 6 %; other communities: 13 %.

UUA District: **Massachusetts Bay** District Executive: **Sue Phillips**

APF contribution: **16,878** Fair Share? **yes**

Ministerial settlement rep.: **Laura Graham** Compensation Consultant: **Jim Peterson**

Provide your profile of the minister you seek:

Follen seeks an effective, vibrant leader who can partner with the lay leadership to build on the strengths of the congregation, help us address our weaknesses and assist Follen's continued growth, both in numbers and, more importantly, as a place of hope, celebration, spiritual nourishment and social action. The minister should be an inspiring preacher, accomplished in the pulpit, but also caring and attentive as a source of pastoral care. The minister should be attuned to and informed about congregants, and able to reach out and connect with Follenites of all ages and backgrounds. The minister should appreciate and enjoy the rich traditions of Follen, but also be able to bring new thinking and new vigor to every aspect of our congregational life.

The minister should be ready to help lead Follen into a new phase of growth. This should not be merely numerical growth, but an increase in diversity, innovation in the ways of belonging to Follen, and growth in the leadership role that Follen can play in the community. In short, it must be intelligent growth that makes Follen a better place, not just a bigger one.

Provide your profile of your congregation:

Follen is a healthy, growing, suburban congregation. The congregation is largely a reflection of the communities it serves: we are mostly white and middle- to upper-middle-class. The congregation is generally well educated and includes a large number of people who work at the area's many academic institutions, either in teaching, research or administrative roles, as well as many healthcare professionals.

The congregation has thrived under two long settled ministries. It has matured in its ability to deal with powerful differences of opinion on important issues without fracturing the community. It has learned to grow in new ways, such as a dynamic youth ministry and a small-group ministry that encompasses nearly half the congregation. And the congregation has embraced new traditions like twice-a-year trips to the Gulf to help with rebuilding, while cherishing old ones like the annual Fair.

Follenites express some hesitation about increasing the size of the congregation in ways that would alter the character of the church. But the church is poised to build on its powerful sense of community, its hard-won experience and its enormous energy to move forward in creative new ways.

What role do the congregation and its leaders expect the minister to play in relation to the other paid staff?

The Minister is the leader of the staff team. Four staff members report directly to the Minister (Director of RE, Director of Music, Church Administrator and Membership Coordinator). In addition to overall leadership and direction for the entire staff team, the minister provides managerial supervision and guidance for those who report directly to her/him. In partnership with lay leaders, the minister plays a key role in all decisions regarding hiring, evaluation and dismissal of members of the church staff.

Congregational history:

How and when was the congregation founded?

The congregation was gathered in 1835 as a church for the growing village of East Lexington and a center of social action. After several years of meeting in the Stone Building, next door to the current

church, a sanctuary was built in 1839 and dedicated in January 1840.

Note the three or four most important events in the congregation's history:

Ministry of Charles Follen (1835, 1839-40)

Construction and dedication of sanctuary (1839-40)

Merger with Lexington Universalist congregation (1865)

Ministry of Rev. Polly Guild [Parish], Barbara Marshman [RE] and Louise Curtis [Music] (1975-1992)

List, most recent first, all clergy who have served since 1950 and earlier ministers of great importance, and interim ministers since 1980 (minister name, date arrived, date departed, reason for departure):

Minister Arrived Departed Reason for departure

Patricia Brennan &

Cricket Potter 2011 Current Interim co-ministers

Lucinda S. Duncan 1993 2011 Retired

Debra Zagaeski (DRE) 2009 Current

Danielle Gerrior (DRE) 2007 2009 Resigned

Rebecca Kelley-Morgan (DRE) 2005 2007 Interim

Laurie Auffant (MRE) 2002 2005 Resigned

Cheryl Leshay (MRE) 2001 2002 Interim

Cathy Bowers (MRE) 2000 2001 Interim

Emily Manvel Leite (MRE) 1995 2000 Resigned

David Parke 1992 1993 Interim

Carol MacFarlane (DRE) 1994 1997 Resigned

Robin Tartaglia (DRE) 1988 1994 Resigned

Barbara Marshman (MRE) 1980 1988 Retired

Polly L. Guild 1976 1992 Retired

Dianne Marie Wynne Miller 1975 1975 Interim

Herbert R. Adams 1967 1974 Resigned

Miles R. McKey 1958 1967 *

Joseph H. Giunta 1954 1958 *

Victor V. Goff 1951 1954 *

Robert A. Schade 1947 1951 *

Douglas Percy Brayton 1937 1951 *

Robert T. Weston 1928 1930 Resigned

George Wilkinson 1927 1928 Resigned

Howard Rennard Lewis 1922 1927 Left denom.

Frank Randall Gale 1918 1922 Resigned

John Nichol Mark 1915 1916 Resigned

Harold Lionel Pickett 1913 1915 Resigned

Israel Paul Quimby 1910 1912 Resigned

Howard Austin MacDonald 1906 1910 Resigned

Jabez T. Sunderland 1905 1905 Resigned

Lorenzo Darwin Cochrane 1898 1905 Resigned

George Willis Cooke 1892 1897 Retired

Thomas Thompson 1887 1890 Resigned

William Henry Branigan 1885 1887 Resigned

Edwin Smith Elder 1873 1880 Retired

William Channing Gannett 1871 1873 Resigned

William T. Stowe 1864 1870 Resigned**

Caleb Stetson 1860 1864 Retired
Eliaphet Porter Crafts 1855 1859 Resigned
William Frederick Bridge 1849 1853 Resigned
Theodore H. Dorr 1845 1849 Resigned
Richard Thomas Austin 1843 1845 Resigned
Charles Chauncy Sewell 1841 1843 Resigned
Warren Burton 1840 1841 Resigned
Charles T. C. Follen 1839 1840 Deceased
John S. Dwight 1838 1838 Resigned
Ralph Waldo Emerson 1835 1837 Resigned
Charles T. C. Follen 1835 1835 Resigned

* Reason for departure unknown

** First Universalist minister at Follen

Current clergy and staff (include all paid staff):

Position	Date of hire/call	F/T or hrs. per week	Covered by Health Plan?	Covered by Retire Plan?	Annualized Compensation (S&H for clergy)	Supervised by/ reports to:	Member?
Interim Ministers	8/2011	F/T	yes	yes	89,890	Program Council/Congregation	no
Director of RE	8/2009	F/T	yes	yes	52,709	Interim Co-Ministers	no
Director of Music	1993	F/T	no	yes	50,581	Interim Co-Ministers	yes
Church Administrator	2003	F/T	no	yes	49492	Interim Co-Ministers	no
Ministerial & RE Assistant and Communications Coor	2004	23.8	no	yes	18075	Church Administrator	no
Junior Choir Director	1997	5.5	no	no	4644	Director of Music	yes
Sexton	8/2012	23	no	yes	15983	Church Administrator	no
Assistant to the Music Director	2012	1.6	no	no	1466	Director of Music	yes
Choir soloist		3.8	no	no	4204	Director of Music	yes
Choir soloist		3.8	no	no	4204	Director of Music	yes
Choir soloist		3.8	no	no	4204	Director of Music	no
Choir soloist		3.8	no	no	4204	Director of Music	no
Accompanist	2004	3.8	no	no	4996	Director of Music	no
Sunday RE Support Aide	1997	4	no	no	2684	Director of RE	no

Nursery Supervisor	2005	2.3	no	no	2235	Director of RE	yes
Youth Group Coordinator	8/2012	10.6	no	no	7084	Director of RE	yes
Membership Coordinator	9/2012	18	no	no	14494	Interim Co-Ministers	no

Table I Membership, Attendance, and Pledging

Year Ending	Data Represents	Months	Adult Members	Average Adult Sunday Attendance	Children & Youth Enrollment	Average Children & Youth Attendance	No. of Pledge Units	Total Operating Pledges	Operating Pledge per pledge Unit (col 6/col 5)
2012	a twelve-month year	0	299	160	179	82	211	339623	1610
2011	a twelve-month year	0	299	151	197	95	209	340389	1629
2010	a twelve-month year	0	283	155	211	97	211	322272	1527
2009	a twelve-month year	0	280	144	196	62	205	324464	1583
2008	a twelve-month year	0	277	148	182	56	208	337450	1622
2005	a twelve-month year	0	292	122	0	0	225	283205	1259
2000	a twelve-month year	0	282	0	0	0	0	195999	0
1995	a twelve-month year	0	252	0	0	0	0	127857	0
1990	a twelve-month year	0	266	0	0	0	0	95000	0
1985	a twelve-month year	0	251	0	0	0	0	58000	0
1980	a twelve-month	0	0	0	0	0	0	32500	0

	year							
--	-------------	--	--	--	--	--	--	--

Table II Sources of Operating Income

Year Ending	Total Operating Pledges	Other Contributions	Fundraising Events	Endowment Investment Income	Building Rentals	Other Income	Total Income (sum of 1...6)	Total Endowment
2012	\$ 340248	\$ 8765	\$ 48742	\$ 20187	\$ 79278	\$ 37113	\$ 534333	\$ 779000
2011	\$ 340389	\$ 11942	\$ 54946	\$ 76	\$ 76543	\$ 32787	\$ 516683	\$ 762257
2010	\$ 322272	\$ 12672	\$ 42985	\$ 120	\$ 76267	\$ 36416	\$ 490732	\$ 680739
2009	\$ 324464	\$ 11248	\$ 51191	\$ 130	\$ 77773	\$ 40314	\$ 505120	\$ 636096
2008	\$ 337450	\$ 12934	\$ 43172	\$ 175	\$ 74658	\$ 13090	\$ 481479	\$ 522265
2005	\$ 283205	\$ 8897	\$ 39391	\$ 0	\$ 73770	\$ 7365	\$ 412628	\$ 487323
2000	\$ 195999	\$ 16589	\$ 33408	\$ 15152	\$ 56492	\$ 16638	\$ 334278	\$ 555149
1995	\$ 127857	\$ 10617	\$ 27731	\$ 15659	\$ 36744	\$ 1932	\$ 220540	\$ 290492
1990	\$ 95000	\$ 7500	\$ 29100	\$ 6000	\$ 33000	\$ 250	\$ 170850	\$ 106000
1985	\$ 58000	\$ 4800	\$ 16300	\$ 5600	\$ 12300	\$ 3470	\$ 100470	\$ 118865
1980	\$ 32500	\$ 3000	\$ 10750	\$ 2790	\$ 7200	\$ 1300	\$ 57540	\$ 0

Table III Operating Expenses

Year Ending	Building & Grounds & Utilities	Minister(s) S&H	Minister's Benefits & Professional Expenses	Other Staff Compensation	Religious Education	Social Justice & Service	Debt Service	Other Current Expenses	Total Expenses	Total Debt
2012	\$ 50786	\$ 81401	\$ 28518	\$ 274118	\$ 8000	\$ 5363	\$ 0	\$ 54078	\$ 502264	\$ 0
2011	\$ 47105	\$ 86995	\$ 28839	\$ 266211	\$ 7821	\$ 7250	\$ 0	\$ 55137	\$ 499358	\$ 0
2010	\$ 43929	\$ 85289	\$ 27844	\$ 256046	\$ 5930	\$ 5684	\$ 0	\$ 73596	\$ 498318	\$ 0
2009	\$ 55975	\$ 85289	\$ 27011	\$ 265542	\$ 6150	\$ 5427	\$ 0	\$ 40076	\$ 485470	\$ 0
2008	\$ 49304	\$ 78971	\$ 18746	\$ 232809	\$ 4475	\$ 445	\$ 0	\$ 54598	\$ 439348	\$ 0
2005	\$ 48596	\$ 70000	\$ 17338	\$ 225665	\$ 7077	\$ 700	\$ 0	\$ 53184	\$ 422560	\$ 0

2000	\$ 32434	\$ 59392	\$ 0	\$ 162530	\$ 7014	\$ 2691	\$ 17191	\$ 48128	\$ 329380	\$ 122665
1995	\$ 27373	\$ 46844	\$ 0	\$ 82128	\$ 3121	\$ 0	\$ 21959	\$ 28668	\$ 210093	\$ 0
1990	\$ 21500	\$ 40000	\$ 0	\$ 56220	\$ 3000	\$ 200	\$ 25000	\$ 25431	\$ 171351	\$ 185000
1985	\$ 13300	\$ 30100	\$ 0	\$ 34700	\$ 1500	\$ 250	\$ 3300	\$ 17820	\$ 100970	\$ 0
1980	\$ 8500	\$ 20500	\$ 0	\$ 18585	\$ 675	\$ 0	\$ 3130	\$ 5820	\$ 57210	\$ 0

Explanation of any anomalies:

Follen operates on a July 1- June 30 fiscal year.

Follen devotes an unusually large share of its budget to its music program, which plays a central role in the life of the church and contributes greatly to religious education through the youth and junior choirs and the annual Gilbert & Sullivan operetta.

The salary & housing (and associated benefits) for the co-ministers in 2012 reflects 11 months of service, from August 1, 2011 to June 30, 2012.

One of the interim co-ministers takes the healthcare benefit and not the pension; the other takes the pension and not the healthcare.

Sprint Nextel notified Follen in July that it intended to terminate its lease for cell phone tower operations in October. Follen is exploring the options to replace this revenue. The balance sheet includes a reserve of one year's revenue from this source to help supplant the revenue.

The Social Justice budget decreased in FY2012 due to the implementation of a regular Share-the-Plate program benefitting Social Justice causes.

Records for 1975 are not available; some records for the years 1980 - 2000 are not available.

Current congregational life

Does the congregation have a mission -- not a mission statement, but a glowing coal at its center -- and if so, what is it?

Community, Ceremony and Service.

Congregational strengths:

- **Very active, consensus-oriented lay leadership.**
- **Strong music and RE traditions.**
- **Growing social justice programs.**
- **Excellent staff.**
- **Strongly committed congregation (no decline in membership during interim ministry, large increase in pledging)**
- **Very large and active small group ministry program with over a third of members and friends.**
- **Very active and popular youth programs, with 60 in the high school group.**
- **Two long and successful ministries covering 35 years.**
- **A busy calendar of activities throughout the church year that draw broad and enthusiastic participation.**
- **Willingness of congregation to engage in difficult decisions.**

Congregational challenges:

- **Continuing to increase social justice programs.**
- **Developing wider involvement of people of color (particularly Asian-Americans, who make up**

20% of the Lexington population).

- **Developing comfort with transgendered leaders.**
- **Achieving continuity in the DRE position.**
- **Revitalizing RE curriculum.**
- **Avoiding lay leader burnout.**
- **Increasing breadth of involvement in leadership.**
- **Maintaining excellence of music programs.**
- **Dealing with some tensions between socioeconomic groups.**
- **Increasing membership in an area with many UU churches, but also many potential UUs who do not currently attend any church.**
- **Attracting young adults.**
- **Retaining older adults.**
- **Increasing pledge revenue.**
- **Excessive political correctness.**

What congregational issues are likely to be most pressing within the next couple years:

- **Determining the scope and nature of our growth.**
- **Developing a common mission with a new minister while maintaining our strengths.**
- **Fear of change.**
- **Dealing with financial pressures.**

What congregational issues are likely to be most pressing over the next ten years:

- **Addressing issues of growth.**
- **Managing future Music Director transition.**
- **Managing future Church Administrator transition.**
- **Building up the endowment and ensuring a strong financial basis for the future, including planned giving.**
- **Nurturing and developing a large cohort of younger lay leaders.**
- **Attracting and retaining members.**

What congregational issues may never be resolved?

- **Involving significant numbers of people of color.**
- **Agreeing on what makes a great sermon.**
- **Attracting young adults – it's a mobile time of life and a more urban one.**
- **Retaining older adults.**
- **Complacency.**

To what degree does the congregation possess a dominant theology?

There is no dominant theology. Follenites show strong attraction to ethical religion (47%), humanism (45%), naturalistic theism (36%), ethical Christianity (31%) and Buddhism (20%). But from its history and from the backgrounds of its congregation, Follen follows many of the patterns and practices of Christian worship. A number of Follenites with a Jewish faith background participate in the Jewish Heritage Group.

There is very little consistent influence from other faith traditions, although elements are often a part of Sunday services.

Describe the role of music and the arts in the life of the congregation:

Music and the arts are celebrated and actively involve the congregation. Thomas Stumpf, a world-class pianist and composer directs the music program. While the choirs and the music program in general hold themselves to very high standards, they are open to all. The Senior Choir, for example,

includes four paid soloists; two of them are members. However, music, even major choral works requiring weeks of rehearsal, is intended to support the worship service, not to be performances. The Follen Family Orchestra, composed of dedicated amateurs and some professionals – all Follenites – performs regularly.

The annual Gilbert & Sullivan operetta is a major musical performance, as well as an important multigenerational project that involves over 100 Follenites each spring.

There are frequent displays of photography, paintings and other works of art by Follenites in the Anne Smith Room, the Community Center and elsewhere in the church. A theater group has been very active in the past.

Describe the religious education programs for children, youth and adults:

Our religious education programs are designed to nurture children, youth and adults throughout the course of their spiritual development. Through the use of a variety of curriculum, ritual, discussion and experience we offer a solid base of understanding in Unitarian Universalist history, philosophy and tradition, while also offering an awareness of other faith traditions and practice. We work to guide individuals in their moral-ethical development through on-going opportunities to participate in social justice and social action that is informed by our principles and sources. We strive to offer programs that are inclusive of various learning abilities and interests offering all individuals a safe and supportive environment in which they may experience transformational learning fostered in a community of care and respect. Our youth program, for middle school and high school students, are extremely popular. The high school group, Follen UU Youth (FUUY) counts about 60 members. Our adult RE programs have not been consistent, although some excellent individual programs have been offered.

Lay leadership

In practice, are responsibilities for governance widely shared or confined among relatively few members?

Give some examples:

Follen's governance is designed to provide easy access to decision-making. A great deal of autonomy is delegated to the seven action teams, whose members include nearly every active program at Follen and who meet collectively as the Program Council. Each action team has the authority to make any decision that does not violate Follen policy or exceed the allocated budget. Longer-term policy issues are the responsibility of the Parish Board.

However, filling key leadership roles, such as President, Board Chair, Trustee and Action Team Representative is often difficult. We constantly seek ways to involve all of our members in the governance process, and to dispel the belief that a group of insiders run the church, but the perception exists.

Describe the process you used to complete this form:

Input from the Search Committee, from other committees and individuals; review of draft and final approval by the full Search Committee.

Committees

Name the committees that have recently had the greatest success:

East Village Fair

Social Justice Action Team

Stewardship (management)

Covenant Groups

Buildings & Grounds AT

Finance/FHRAT Membership

Name the committees that have recently had the least success:

Adult Programs

Communications

WMAT

FHRAT/Stewardship (income)

Major financial support

List the dollar amounts of the ten largest operating pledges received in the most recently completed fiscal year:

- 1. 10,000**
- 2. 10,000**
- 3. 9,750**
- 4. 8,600**
- 5. 8,400**
- 6. 8,000**
- 7. 7,500**
- 8. 6,300**
- 9. 6,300**
- 10. 6,000 (2)**

Give the dates of the last two capital fund drives, and the funds raised (a) by contribution and (b) by debt: **Follen's last capital campaign was in 2001-02. It raised more than \$550,000 in donations. The campaign financed renovations to the Community Center, kitchen, classrooms, and offices and the conversion of the Marshman Center from rental housing to meeting and classroom space. It also retired the mortgage that was taken as part of the previous capital campaign. The 2009 renovation of the sanctuary was partially financed by this campaign, along with contributions specifically solicited for that project. The previous campaign, in 1986-87, raised \$336,000 in donations and a \$185,000 mortgage was taken out. That campaign made possible the addition of the second-floor meeting rooms and offices over the community center. Construction was carried out from 1987 to 1989.**

What is the condition of the church buildings, and what funds may need to be raised in the future?

The condition of church buildings is aging but stable. Between 2002 and 2006 a major renovation of the Community Center, kitchen, classrooms, library and offices, was carried out, along with a conversion of the Marshman Center from rental housing to well-appointed meeting and classroom space. The sanctuary was renovated in 2009. There are no critical issues currently, but a number of maintenance and upgrade issues likely will require attention in the next decade. The total cost of these would probably be in the range of \$50,000 to \$150,000. These include:

- The heating system/boiler in the main church building is old, occasionally troublesome and may need repair or replacement.**
- There are some structural issues in main sanctuary/steeple area that will have to be addressed.**
- The ADA-compliant elevator and lift system are functional but dated and inelegant. They may be considered for replacement.**
- Neither the main church building nor the Marshman Center has a cooling system for summer occupancy. Given the limited summer use of the facilities, this has not proven to be a pressing issue.**
- There has been a substantial problem with drainage at the Community Center entrance, which is being addressed through a major grading/paving/drainage project that is financed through an**

endowment distribution.

- **The antique windows in the main sanctuary are beautiful, but energy inefficient. No specific plan for addressing this has been explored.**
- **As would be expected for a 170-year-old building, the exterior cladding (clapboards and trim) need constant re-painting and eventual replacement.**

On the plus side, we have

- **brand new bathrooms, including three ADA-compliant accessible ones;**
- **a completely silent fan system for moving air into the Sanctuary and up the steeple;**
- **recently remodeled spacious and flexible community center;**
- **an ample kitchen with industrial-grade fixtures;**
- **good audio/video and internet systems;**
- **a superb stage lighting system in main sanctuary for events such as the operetta;**
- **an elegant and manageable landscape that has undergone substantial upgrade in design and installation in the last 10 years;**
- **a state-of-the-art fire alarm system.**

Regular maintenance, repair and upkeep is financed through a building reserve fund, which is maintained through an annual budget allocation of \$15,000 to \$20,000. Major renovations and capital projects have been financed through project-focused capital campaigns and endowment distributions. One of the endowment funds (with about \$200,000) is specifically dedicated to supporting the physical plant.

Ministry

Describe the process by which the minister will be called:

The Ministerial Search Committee has been active since mid-May. Through a survey, small-group meetings, individual interviews and Beyond Categorical Thinking, it has obtained input from the membership, leadership and staff for guidance. The MSC plans to screen interested ministers in November and December, then call in up to four ministers for pre-candidating weekends in January and February. We expect to select a candidate and make an offer in mid-March. If the offer is accepted and agreement is reached on a contract, the candidate will be presented to the congregation in late April. The final step is a congregational vote.

Describe the process by which the Ministerial Search Committee (or its equivalent) was chosen:

Program Council sets the process for the ministerial search and it chose to follow the recommendations of the Ministerial Settlement Representative. Three members of Program Council organized a confidential survey of the congregation, asking for nominees to the committee. From these votes, 14 candidates were chosen who were widely recommended and who agreed to serve if elected. A confidential vote was taken on the 14. The four candidates receiving the highest number of votes were named to the committee and the Parish Board – as an elected body – was asked to complete the committee by adding three additional candidates from the 14 to balance out the team. This list of seven was recommended by the Board to Program Council, which voted to approve the slate. Four (of the 14) nominees who were members of either the Parish Board or Program Council recused themselves from the votes.

Several people have criticized the makeup of the Search Committee and the selection process. It was the first time in recent Follen history that members of a church-wide committee were elected by the entire congregation through a competitive vote. This electoral process, as seen from the candidate's perspective, was intense, and to be followed by a second round of election by the Board and Council proved emotionally grueling for many of the nominees, including some who were, in the end, elected

to serve on the committee.

Ministerial skills and enthusiasms most needed by the congregation:

4 -Crucial **3** -Significant **2** -Modest **1** -Of little consequence

- 1** Administration
- 1** Adult religious education
- 1** Children's religious education
- 1** Committee work
- 4** Community building
- 1** Denominational activities
- 1** Facilitation
- 2** Stewardship
- 2** Home visitation
- 3** Hospital calling
- 2** Leadership Development
- 3** Membership growth
- 1** Music & liturgical arts
- 3** Personal counseling
- 4** Preaching
- 2** Scholarship
- 3** Social action
- 4** Spiritual guidance
- 1** Staff relations
- 4** Worship
- 1** Youth work

Assess the capacity of the congregation to exercise forbearance and nurture in assisting a minister's development:

This is a warm and wise congregation that can work with a minister who shows promise, self-reflection and a willingness to grow, but needs to develop professionally. However, this also is a congregation that is seeking leadership and will be looking for emotional and spiritual maturity – whatever the age of the minister.

What expectations, however silent, may there be about the minister's family and personal life?

The minister's private life is his or her own and there is no expectation that a spouse or partner would play any active or visible role at Follen (although this would not be discouraged). However, we would expect that the minister would deal – properly and in timely fashion – with any issue that could affect his or her role as minister negatively. This would begin with frank communication with the appropriate group (the Ministerial Support Committee, lay leadership or the full congregation).

Describe the worst mistake your new minister could make:

To enter with a preconceived agenda, failing to recognize and take advantage of the strength and vibrancy of the congregation and being unwilling to seek consensus.

[UUA Main Page](#) · [Search Our Site](#) · [Contact Us](#)

Unitarian Universalist Association

25 Beacon Street, Boston, MA 02108 · Telephone (617) 948-6408 · Fax (617) 742-2875

All material copyright © 2011, Unitarian Universalist Association.