

Current Focus: Lay Ministry

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Can you find yourself here?

- You are looking for the best way to support lay ministry in your congregation;
- You've implemented a lay ministry program, but it hasn't taken hold, disappointing you and your governing board;
- You are searching for ways to relate to the Monday-through-Friday lives of your congregants;
- You have a hard time finding people to fill volunteer positions, or once you do, things don't go as smoothly as you hoped;
- You have a terrific and engaged congregation and want to keep it that way.

In this current focus, we explore different aspects of lay ministry, show how each translates into practice, and suggest resources for further consideration. These distinctions are points on a complex continuum—ranging from the nuts and bolts of effective volunteer management to the fundamental understanding of what it means to be a participant in God's creation. Through this simplification, we hope you will recognize some of the factors at work and their unique configuration in your congregation.

This current focus is available as an interactive Web site. Visit us at this address:

www.congregationalresources.org/LayMin/Home.asp

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What is Lay Ministry?

In its simplest definition, lay ministry is the work of those who are not professional clergy. Beyond that, the definition is in the eyes of the beholder. Some see it as a responsibility to serve in the faith community; others see it as the intersection of faith and life; still others see it as the ministry of the people of God through the everyday lives they live.

Sharing responsibility

Congregational members have traditionally served in a variety of ways—as members of governing boards and committees, ushering, preparing worship space, instructing children in religious education classes, and supporting programs for those in need. Increasingly, lay people are sharing responsibility for ministry more customarily associated with clergy: pastoral care and visiting, leading worship, preparing candidates for sacraments such as baptism or communion, and serving as both the administrative and spiritual leaders of education and community-service initiatives. No longer just clergy assistants or implementers of programs defined by professional clergy, lay members are sharing responsibility as partners in ministry within and beyond the congregation.

The extent to which responsibility is shared depends on many factors: the denominational and judicatory framework of the faith community; its historical orientation, evolution, size, even staffing configurations and congregational demographics. As responsibility is shared, distinctions between staff and clergy roles can be blurred. Traditional hierarchies may be redefined, requiring new organizational structures, management styles, and, in some instances, a reconsideration of the organization's essential purpose or mission. Related conversation includes the role of religious education, individual gift discernment and vocational call, and the role of the faith community to nurture the ministry of individual members.

Different interpretations of lay ministry

In the Roman Catholic and Orthodox Churches, lay ministry has referred to those living in religious orders, though recently that definition has been expanded to include any person called to make a living through parish ministry. Mainline Protestant denominations use it to describe the responsibility endowed to the people of God through baptism to complete the work of the Great Commission.

In religious communities without ordained clergy—Quaker, Islam, Judaism, and some parachurch organizations—the responsibilities of the faith community are shared without the complications of the lay/clergy divide. Some of these organizations are developing new roles to adapt to the societal definitions of "clergy." The emergence of the rabbinical associate who assists the senior rabbi is similar to traditional senior and associate pastor hierarchies in Christian churches.

In the Quaker tradition, the clerical role is held by people who are recorded as having gifts for ministry. In Judaism, all are charged to live by a set of spiritual rules. The rabbi is intended to be a teaching member of the community. In Islam, the imam is a prayer leader, a function that rotates through the congregation.

Change as revitalization

Ailing congregations, and churches in particular, are rethinking lay ministry as one mechanism for revitalization. Declining membership, staffing issues, and general apathy have pushed congregations into crisis. Lay ministry programs offer new and creative ways to attract and engage members, thereby helping to restore congregations.

Responding to lack of professional clergy

Professional lay ministers are also helping to fill clergy gaps, assuming traditional clerical responsibilities such as leading worship services and performing rituals. A new trend is that nonordained people are being paid for doing clerical work. Judicatories and seminaries offer programs that train lay people to fill these roles. In rural areas where ordained priests are scarce, in the Episcopal Diocese of Northern Michigan for example, lay people serve as mutual ministers to fill clerical roles in congregations. Once considered stop-gap measures until ordained clergy could be found for these congregations, these mutual-ministry programs are now permanent arrangements. Other Protestant and Jewish denominations have started similar programs.

Lay ministry beyond the religious setting

Based on the premise that the best of religious life is not necessarily contained in congregations, some aspects of lay ministry are practiced outside the faith community. Secular spirituality, alternatives to organized religion, and the role of faith in the workplace are being explored as aspects of lay ministry.

Divine confusion?

The ever-increasing scope of how the term "lay ministry" is interpreted and understood can be daunting. It can also attest to the creative and infinite power of the Spirit working to renew and reinvigorate faith and spirituality in the context of contemporary society.

What is Lay Ministry? — Rethinking Clergy Roles

As the definition of ministry is reconsidered, the qualifications and expectations of clergy change as well. Once the best-educated members of society, clergy shared professional status with doctors, lawyers, and teachers. As religious institutions have lost their standing in civic society, so too the stature of clergy has diminished. Today's religious leaders are often expected to be a Jack or Jane of all trades—serving as CFO, CEO, administrative head, and volunteer director in addition to teacher, preacher and pastor. (The good news is that this unbalance is beginning to be addressed in creative new ways.)

Many pastors are called (and trained) to serve as chaplains—a role which is based on more traditional models of religious practice (as in churches where membership is cynically described as a willingness to "pray, pay, and obey"). For some aspects of lay ministry, just the opposite skill set is required—the ability to coach, inspire and empower *others* to minister.

Leaders may be good program managers and administrators, but they also have to know how to delegate responsibilities, convene groups, facilitate discussion, and resolve disagreement. Recognizing that a single person can't do it all, they must know how to establish and facilitate core support systems that send others out to do ministry.

Clergy are given an ambiguous directive. Encourage lay ministry, delegate authority, but when someone dies or is in the hospital—be there as an old-fashioned pastor.

What is Lay Ministry? — Cultural Influences and Secular Spirituality

Much has been written about the declining roles of religious institutions in American life. Worship schedules compete with soccer games. Endless debate revolves around public display of religious symbols. Celebrities and pop culture have a wider and deeper influence than ever before. By most accounts, only 20 percent of Americans attend religious services on a regular basis. Apathy and irrelevance have led some to proclaim that religion is dead—or at least in need of life support.

Spirituality, however, is in cultural vogue. Enthusiasts borrow from a variety of faith traditions, picking and choosing those practices that are right for them. Perhaps this reflects our consumer-pleasing culture—we expect to get something out of our participation in a religious organization. If it is not meeting our needs, there is always the option is to seek fulfillment elsewhere, and not necessarily in a church, synagogue or mosque.

The popularity of cultural spirituality instead of faith-based practice may also be related to the decline of religious observance as a cultural norm. Many Americans are unaffiliated with any religious tradition, yet believe themselves to be spiritual. While most agree that old religious structures are breaking down, there is no clear picture of what is or should be replacing them. There are lots of options available. This is good news if religious institutions can adapt to accommodate the spiritual needs and biases of today's unaffiliated seekers. Unfortunately, it is bad news if they can't differentiate themselves or compete with newer, innovative efforts.

Cultural trends have changed expectations that members and newcomers bring to religious organizations. Our entertainment-saturated culture expects worship to be uplifting, entertaining and worth our time. From experience with our technical capabilities at home and at the work, we expect communication with congregational staff to be immediate through Web sites and e-mail.

One thing is obvious: The practice of religion has changed dramatically over the past generation. This change has been uneven between and within faith traditions. What has emerged is a set of opportunities for reengagement in religious life and for doing things in a new way.

What is Lay Ministry? — Reconsidering Mission

Religious organizations have always served those in need and worked for social justice. In the mosque, for example, the collection box has two slots—one for donations to support the operation of the mosque and another for donations

designated for the poor. A basic tenet of Islam is that helping others is actually a gift given to the giver.

Though prominently involved in the civil rights movement and other justice issues of the 1960s and '70s, congregations shifted their focus inward through the 1980s and '90s, addressing systematic issues such as declining numbers of worshippers, building renovations, and finances. What kind of congregation is needed to sustain involvement in meaningful work for social transformation, particularly when many churches and synagogues do not do this particularly well?

Some congregations define the everyday work of its members as mission work. Others expand the traditional idea of mission—serving those in need, welcoming strangers, taking political stands and evangelizing—to include work done in partnership with service agencies, social and economic justice advocates, and faith-based government initiatives.

Mission work may address the systemic conditions that lead to the needs in the first place. A traditional interpretation of mission celebrates the good Samaritan helping the man dying in the ditch. Today's interpretation would relieve the suffering of the man, but would also do something to change the circumstances that first led to his being in the ditch.

Some bring mission closer to home, focusing on offering hospitality to newcomers or seekers in their congregations. Others believe that well-equipped congregants will address mission needs by discovering their own calling and passion. These congregations focus on education and worship that deepens faith and supports personal discernment.

What is Lay Ministry? — Where Does Your Congregation Stand on These Lay Ministry Polarities?

As your congregation thinks about lay ministry, you may want to consider where your congregation is presently and where you are headed.

Leadership Styles

hierarchies vs. flat structure
clear lines of authority vs. a complex web
clergy as ordained administrators vs. clergy as equipping coaches
top-down decision making vs. bottom-up decision making
mechanistic model vs. organic model

Empowerment

members attend vs. members participate
obedient vs. empowered
ministered to vs. ministered from
ideas embraced vs. ideas log-jammed

Role of Clergy

professional director vs. empathetic coach
pastoral vs. equipping
expected to do everything vs. specialized expertise

Role of Lay People

serving volunteers vs. unpaid professionals
supported by faith community vs. directed by individual call
volunteer as duty vs. serve as minister
gifted to serve the church vs. gifted to serve God's worldly purpose
assigned roles vs. discovered roles
congregant as needing pastoral care vs. sharing ministerial duties
using existing gifts vs. uncovering new ones

Church in Society

distinctly separate vs. completely immersed
adapting to accommodate culture vs. presenting an alternative to culture
hierarchical church structure vs. the unique way God works through individual lives

Engaged Laity

burned out and unavailable vs. over-engaged and over-responsible
can't commit vs. over-committed
gathering as a single body of faith vs. the personal witness of faith in daily life

What is Lay Ministry? — Have We Got the Language Right?

The term "lay ministry" is used to describe the work and service of those who are not ordained. In secular usage, "lay" refers to the state of not being specially qualified or skilled in a profession. Based on what lay ministry is not, this definition fails to capture the activity that emerges from and is supported by the community of faith. In the church, baptism empowers all to be ministers—in fact, the community of believers IS the church.

The nautical definition of "lay" defines that act of holding a boat immobile while headed into the wind, often in defense of an overpowering wind—hardly a more helpful image!

The term "ministry" brings to mind stereotypes of the "official" work done by clergy, who are often called ministers. To imply that the activity of those not ordained is not "real" ministry, that those not ordained are not fully ministers, misses the point (and responsibility) shared by all members of a congregation.

In many ways, the term "lay ministry" couldn't be further from the reality. Instead of holding the congregations in a steady position of immobility, lay ministry is a means to energize the community of believers to make things happen.

What is Lay Ministry? — Spiritual Practice

One tenet holds true for all understandings of lay ministry—lay ministry is faith in action.

Simply defined, lay ministry is the way individuals or congregations act from faith to support the faith community, engage the congregation, choose a profession, or make other decisions while they go about their work and lives.

Intentional activity that enhances and reinforces a personal relationship with the Divine, commonly known as "spiritual practice," can do much to support lay ministry.

The more deeply one engages with the Divine, the more likely one is to discover and respond to their unique purpose in the world.

Common spiritual practices include prayer and meditation, worship and study, simplicity and service, and celebration and community.

Lay Ministry as Volunteer Management

Volunteers play an important role in congregational life and programs

The time, energy and talent of volunteers is the backbone of many congregations. Often, the issue of lay ministry arises through the challenge of finding people to serve—on committees to fulfill the congregation's mission, in education and service programs, and in support of worship. The problem is not unique to religious organizations; other nonprofits experience similar recruitment challenges. Indeed, this understanding of lay ministry borrows much from volunteer management in nonprofit organizations.

A new set of expectations

Anyone who works with volunteers knows that the landscape has changed in the past fifteen years. People bring different expectations to their service. They have fewer hours to offer and expect more from the hours they do give. In some cases, performing service is no longer an end in itself (as a duty or responsibility)—people expect to see the results and be appreciated for their effort. They want their contribution to make a difference.

Simply being asked to serve, especially by clergy, used to be enough to motivate volunteers. Now volunteers are recruited, may require special training or are asked to sign contracts, waivers, or commitment certificates. They are most satisfied and best meet organizational needs when responsibilities, roles and tasks are clearly defined. They may require more information (and wooing) than in previous generations. Since the stakes are higher, volunteers may be more reluctant to make firm or long-term commitments.

Often, the volunteer sees himself or herself as a contributing member of the organization. Service is not given to the institution from the outside, but is offered from within by the member. With a stronger sense of ownership in the institution, member volunteers may expect more from their experience.

Nonprofits offer a new way of doing things

Many nonprofits have developed sophisticated volunteer programs, often hiring mid- to senior-level employees with primary responsibility for managing volunteers. Software programs and free online materials geared to nonprofits are easing the complications and improving the effectiveness of these programs. Even congregations lacking the resources to hire managers have access to this expertise.

The positive side of these changes is that today's volunteers are willing to share the responsibility for creating and maintaining programs instead of simply filling open slots. Well managed, these volunteers are less likely to tire of their work, can be encouraged to work autonomously and can augment paid staff positions in significant

ways. The sense of ownership volunteers feel in their work can lead to a deep commitment. Well managed, this commitment can be a valuable asset.

Saying "thank you" vs. "we did well"

In some cases, the traditional practice of recognizing and thanking people has changed to reflect the stronger sense of ownership people have for their service. Especially in settings such as smaller congregations where gifts of time or talent are an expected responsibility of membership, appreciation is not a thank-you per se, but rather of a celebration of the community. (Thanking implies a we/they relationship and reinforces the distinctions between staff and volunteer. Service done as a member is part of a collective "we.")

A management or Christ-centered mind-set?

Lay ministry expert Sue Mallory distinguishes between the volunteer-management mindset and the Christ-centered mind-set. The volunteer mindset is fixed on church needs and finding the people to fill them, often without consideration of individual gifts or talents. The Christ-centered mind-set begins with skills and passions and encourages each person to serve "when God has equipped him or her to do so," be it in the church or not. A Christ-centered church trusts that there are people with skills and passions to meet the needs of the congregation. Supporting these people honors gift-based ministry and fulfills the Great Commission.

Implications for congregational leaders

Volunteers want to use their gifts serving in rewarding ministry. Their energy can invigorate clergy and staff. Volunteer management takes time—but it is time well invested if expectations are thought through and clearly articulated. Our culture has influenced volunteer service—"professionalizing" it for better and/or worse. There is a possibility that over-managing volunteers can leave them feeling alienated, especially if new systems or expectations are introduced. For some, too much management makes church feel less like church.

Burnout is a common complaint among both clergy and volunteers. Good practices such as clearly defining roles and procedures, recruiting for a specific project, and fostering open lines of communication can help. Well-defined lengths of service are also important. Long-tenured leaders can stifle new initiatives and dampen fresh perspectives; term limits and leadership rotation prevent this. Inexperienced leaders can find themselves reinventing the wheel without good continuity; apprentice programs and special leadership training workshops can acquaint volunteers with congregational norms and bring them up to speed quickly. Finally, staff can be sensitive to family and civic realities—not only the big cultural issues but the every day things as well—planning around the Little League and soccer schedules, starting and ending meetings on time, recommending places to park, and making arrangements to pay for parking if appropriate.

The perception of the clerical role is important here. Traditionally, clergy tend to see their role as managing an institution of volunteers, while the laity look for spiritual leaders who will support them in their ministry. There are also generational distinctions. Some people expect clergy to focus on roles established when religious leaders were also civic leaders. Newer models recognize that religious institutions

operate like many nonprofit organizations or that they are changing to accommodate realities of pluralistic society.

Volunteer Management: Recommended Resources

Creating a Volunteer-Friendly Church Culture (Book)

Marlene Wilson, Author. Loveland, CO: Group Publishing, 2004.

Creating a Volunteer-Friendly Church Culture is the first in Marlene Wilson's latest "volunteer leadership" series. This volume focuses on those most-needed elements for voluntarism to thrive in congregations. Wilson's many years of experience as a volunteer management educator and consultant richly inform this series, which also includes these books: *How to Energize Your Volunteer Ministry*; *Volunteer Job Descriptions and Action Plans*; *Volunteer Recruitment, Interviewing, and Placement*; *Volunteer Orientation and Training*; and *Volunteer Encouragement, Evaluations, and Accountability*. Volumes may be purchased individually or as a set. Url: <http://www.grouppublishing.com/prodinfo.asp?prodid=3880>

The Effective Management of Volunteer Programs (Book)

Marlene Wilson, Author. Boulder, CO: Volunteer Management Associates, 1976.

Marlene Wilson's classic guide, written nearly thirty years ago, distills best practices in volunteer management and is still highly relevant. From this and similar resources for non-profit organizations, congregations continue to learn a great deal about the field. Readers new to volunteer management will find a thorough introduction and ready resource here. Wilson discusses motivation, interviewing, setting goals, designing jobs, evaluation, and awareness of organizational climate. Readily accessible worksheets and easily understandable diagrams add to the usability. Url: <http://www.volunteermanagement.com/Books.html>

Energize, Inc. (Organization)

Energize is an international training, consulting, and publishing firm specializing in voluntarism. Its Web site includes the latest news about volunteer management—as well as articles, a library, a bookstore, descriptions of job opportunities, and a set of downloadable resources to support volunteer management. In the library section, there are links to specific faith-based articles and resources.

Energize, Inc.
5450 Wissahickon Ave.
Philadelphia, PA 19144
(800) 395-9800
(215) 438-8342
Fax: (215) 438-0434
Url: <http://www.energizeinc.com/>

How to Take Care of You . . . So You Can Take Care of Others (Book)

Sue Vineyard, Author. Downers Grove, IL: Heritage Arts Publishing, 1989.

Sue Vineyard believes that workers and volunteers in a variety of venues are at high risk of physical, emotional, and spiritual depletion. Their own self-care is often sacrificed while they endeavor to meet the needs of others. Drawing on her experience as a trainer and consultant in volunteer management, Vineyard interweaves illustrative stories with self reflection tools and practical suggestions as

she explores change, stress, and methods of gaining balance in our lives. The book will be of interest for people seeking greater self-care and leaders seeking to build healthier systems for volunteers and caregivers. Url:
<http://www.amazon.com/exec/obidos/ASIN/0911029060>

In It for the Long Haul: Building Effective Long-term Pastorates (Book)
Glenn Ludwig, Author. Bethesda, MD: The Alban Institute, 2002.

Although the book as a whole is aimed at the challenges and opportunities of ministers engaged in long-term pastorates, chapter 7 ("Where Two or Three Gather: Supervising and Nurturing Church Staffs and Volunteers") focuses on how leaders can encourage volunteers to develop their gifts while making sure that important congregational tasks are completed. Url: <http://www.alban.org/BookDetails.asp?ID=1697>

Planning It Safe: How to Control Liability and Risk in Volunteer Programs
(Book)
St. Paul, MN: Minnesota Office of Citizenship and Volunteer Services, 1998.

Planning It Safe—co-sponsored by the Minnesota State Bar Association, the Minnesota Department of Human Services, and an office of the Minnesota Department of Administration—is billed as offering "concrete suggestions for managing legal risk and liability concerns of volunteer programs." Despite its state-based sponsorship, the suggestions will be of value to organizations nationwide (including faith communities) that employ volunteer services. Url:
<http://www.comm.media.state.mn.us/bookstore/viewbook.asp?BookID=1352&stocknum=10-45>

Volunteer Management Associates (Organization)

Dedicated to providing volunteer management training and resources, Volunteer Management Associates leads workshops on topics such as mobilizing church volunteers, delegating responsibility, collaborative team building, and stress and time management. It also publishes and distributes books. Its Web site gives complete information about products and services. Whether seeking a few helpful tips on volunteer management or guidelines on revamping a volunteer program, congregational leaders can benefit from this organization's offerings.

Volunteer Management Associates
320 S. Cedar Brook Road
Boulder, CO 80304
(800) 944-1470
(303) 447-0558
Fax: (303) 447-1749
Url: <http://www.volunteermanagement.com/>

Volunteer Management Capacity in America's Charities and Congregations: A Briefing Report (Report)
Washington, DC: The Urban Institute, 2004.

Conducted by the Urban Institute for the UPS Foundation, the Corporation for National and Community Service, and the USA Freedom Corps, this study explores the use of volunteers by charities and congregations, the challenges to volunteer mobilization, volunteer management practices, and the potential for growth offered by volunteers. Url:
<http://www.urban.org/Template.cfm?Section=ByTopic&NavMenuID=62&template=/TaggedContent/ViewPublication.cfm&PublicationID=8794>
Print-ready version: http://www.urban.org/UploadedPDF/410963_VolunteerManagement.pdf

The Volunteer Recruitment (and Membership Development) Book (Book)
Susan J. Ellis, Author. Philadelphia, PA: Energize, Inc., 2002.

Susan Ellis provides an overview of general strategies and techniques for recruiting volunteers. Any good recruitment effort requires preparation—including organizational assessment, the design of volunteer roles and responsibilities, and knowing where to look for volunteers. The book's appendix features an "Outreach in Cyberspace" section that discusses ways to use your Web site for attracting volunteers and ways to use various Internet tools (such as e-mails and listservs) for volunteer recruitment. Url: http://www.energizeinc.com/xmlEi/solo.php?fzg_navGrpBtn=1-128-P-1&PHPSSESSID=Pv7Y3G3lixY5xZ5sBtxE

Volunteers: How to Get Them, How to Keep Them (Book)
Helen Little, Author. Naperville, IL: Panacea Press, 1999.

Helen Little makes the case that all volunteers and volunteer leaders share twelve basic needs that must be met if they are to serve effectively and remain with the service organization for an extended period of time. Among these needs: a specific, manageable task; a task that matches a volunteer's interests; a good reason for doing the task; and an opportunity to provide feedback when the task is finished. The author also discusses how to plan for leadership succession. Descriptive examples and useful tools (including a self-evaluation checklist) fill this easy-to-read manual. Url: <http://www.amazon.com/exec/obidos/ASIN/1928892019>

Lay Ministry as Equipping Congregations

Congregations provide a place for people to discover and use God-given talents

The activities of the faith community emerge from the God-given abilities of its members. The congregation may offer programs to help members discover and appreciate their gifts. Often, the congregation keeps track of member talents in a talent database to be used when a need arises. A distinguishing feature of the gift-based congregation is trust that the skills and talents of its members will be sufficient to fulfill its program and ministry needs. In fact, such trust often leads to a rich abundance.

In some interpretations, clearly articulated by lay ministry expert Jean Traumbauer, scripture describes twenty gifts given in different measure by the Holy Spirit. These gifts are used by members as they serve the church.

Other interpretations emphasize the infinite and unique capabilities bestowed to each individual person by the Divine. These gifts may be used to serve the religious organization or society at large. For example, Joe is a gifted teacher. He may teach confirmation preparation classes in his synagogue or he may teach history in the public schools. In both cases, he is using his God-given talent for teaching.

Using individual gifts

Once individual gifts are identified, there are two primary models for how congregations use them. In the first, the abilities of congregants serve as the foundations for ministry. If a particular gift is not present in the congregation, the

ministry or program will wait until someone with a specific gift for that program emerges. This contrasts to congregations that envision ministries and then recruit members with matching gifts to lead or participate in them.

In the first instance, the gift-focused congregation, the program to feed the homeless isn't created until someone with the passion and ability to start the program is discovered. He or she then works with the leadership to create and oversee the program. In the second, the gift-matching congregation, leadership starts with the goal of creating a feeding program and then recruits program leaders and participants with the required gifts for the program.

Implications for congregational leaders

Gift-based programs encourage people to use their talents and abilities. They may also encourage individuals to discover and appreciate their untapped talents. Congregations may also provide opportunities to develop and test out new talents. This may lead to a deeper understanding of becoming the people God has called them to be—both as a collective faith community and as individuals. Waiting for leaders with appropriate gifts to begin ministries can frustrate congregations. Advocates of gift-based ministry emphasize, however, that this anxiety rarely materializes into a real scarcity.

In gift-matching congregations, there is a danger that obvious gifts and talents will pigeonhole people. Discovering and nurturing new gifts may not be encouraged and thus opportunities for personal growth may be lost. This may be difficult for congregations committed to helping people discern and fulfill God's purpose for their lives. Consider Alice, a staff nurse at a local hospital. She is a seasoned medical professional recruited to serve on a medical mission trip. Her participation is based on her existing talents; her undiscovered gift for facilitating small groups might never be discovered or used.

In thriving gift-based and gift-matching congregations, the abundant talents and abilities lead to an abundance of resources available for ministry. Members are more likely to "own" the activities of the congregation. They are more likely to participate and do what is needed to sustain those activities. Gift-based programs affirm the talents within a congregation and move away from relying on the expertise of the professional staff.

Gift-based ministries are flexible and can be used in a variety of congregational settings. Assessment tools, inventories, asset-mapping programs and a host of other methods exist for cataloging and recording gifts. These resources are available in paper form or electronically.

The key is how these tools are used—they can provide a powerful means to transform congregations or they can stifle creative energy by limiting people's contributions to proven skills and abilities.

Equipping Congregations: Recommended Resources

Created and Called: Discovering Our Gifts for Abundant Living (Book)
Jean M. Trumbauer, Author. Minneapolis, MN: Augsburg Fortress Press, 1998.

True to its title, *Created and Called* emphasizes that we are co-creators with God and that each person is gifted and called to ministry. Unlike manuals with similar themes, *Created and Called* explains how our gifts are more than our most visible talents and skills: they include our interests, motivations, styles, values, hopes, and vulnerabilities. Jean Trumbauer helps us to recognize and integrate our gifts and apply them to needs in both the church and the larger community. With reflection guides, exercises, samples, and resources in each chapter, *Created and Called* is an excellent tool for small groups, adult education classes, and leadership programs.

Url: <http://www.augsburgfortress.org/store/item.asp?ISBN=0806638990>

Discerning Your Spiritual Gifts (Book)

Lloyd Edwards, Author. Boston, MA: Cowley Publications, 1988.

While human abilities are "natural talents" when they are used for self-gratification or altruism, they become "spiritual gifts" when they equip a person to assume his or her unique role in God's creative and redemptive work. Gifts revealed when one is grounded in a faith community make easier an appreciation of the dual role an individual plays: as a unique agent for God's work in the world and as a member of a community held by God. Offering theological exploration, personalized examples, exercises for gift discernment, and a model for a spiritual gifts workshop, this book can be used by individuals, workshop leaders, or congregational leaders. Url:

http://www.cowleypublications.org/catalog/product_info.php?cPath=28&products_id=45

Discovering God's Vision for Your Life: You and Your Spiritual Gifts (Book)

Kenneth C. Haugk, Author. St. Louis, MO: Tebunah Ministries, 1998.

Discovering God's Vision for Your Life views ministries as channels through which parishioners can develop and share their unique gifts. Each of the interactive eight chapters in this program draws on reflections, Bible study, and readings in church ministry to help parishioners develop not only their gifts, but also their spirituality, self-understanding, and commitment. The program includes preparation materials for leaders and inventory materials for participants. Because the development of personal spiritual gifts requires a congregational culture of spiritual gifts, congregations that appreciate complexity and understand systems thinking will most benefit from these materials. The presentation can be accomplished in eight sessions, a week-end retreat, or two half-day retreats. Url:

http://www.stephenministries.org/Ministry_Resources/discovering_Gods_vision.cfm/

Equipped for Every Good Work: Building a Gifts-Based Church (Book)

Dan Dick, Barbara Miller, Authors. Nashville, TN: Discipleship Resources, 2001.

Seeking to help churches change from the "program approach" of ministry to "gifts-based" disciple-building, the authors offer various tools that can be used to discover and develop the spiritual gifts, spirituality types, interaction styles, and working preferences of each person in a congregation. Using the full set of tools initially requires more than nine hours of contact time with church members who participate in gifts-discovery, so a weekend retreat is the perhaps the best setting for initiating this project. A Web site (www.equippedforeverygoodwork.org) provides access to the project's handouts, presentation materials, reference materials, and interpretive aids. Url:

http://www.upperroom.org/bookstore/description.asp?item_id=155088

The Equipping Church, Serving Together to Transform Lives (Book)

Sue Mallory, Author. Grand Rapids, MI: Zondervan Publishing House, 2001.

Beginning with the injunction that pastors are to "equip the saints for the work of the ministry," *The Equipping Church* passionately relays the process that lay minister Sue Mallory and her team followed in developing a culture and system in the church for supporting lay ministry. Not a "quick fix" program, this book identifies processes that must be tailored to each church's culture and vision. Mallory's discussion of difficult issues, and her identification of resources, make this book highly practical. Congregational, educational, and denominational leaders seeking to implement a vision for a vibrant church—with members equipped to fulfill their callings—will benefit from implementing its ideas. Url:

<http://www.zondervan.com/Books/Detail.asp?ISBN=0310240670>

The Equipping Church Guidebook (Book)

Sue Mallory, Brad Smith, Authors. Grand Rapids, MI: Zondervan Publishing House, 2001.

This guidebook accompanies Sue Mallory's book, *The Equipping Church*, and provides extensive detail on both developing a church culture and implementing a system for lay ministry in the local church and community. Part 1 describes how to develop a church vision and culture ripe for implementing lay ministry. Part 2 provides the steps for building an equipping ministry system—preparing, connecting, and equipping people for service. Within the text are lists of ideas, tables, and charts for teaching tools, as well as forms and job descriptions to adapt. This book would be useful for church staff, lay leaders, seminarians, and teachers of lay ministry. Url:

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The Equipping Pastor: A Systems Approach to Congregational Leadership
(Book)

R. Paul Stevens, Phil Collins, Authors. Bethesda, MD: The Alban Institute, 1993.

Drawing on systems theory, covenant relationships, and Biblical references, the authors present a model through which clergy can move congregations from focusing on self-preservation to fulfilling their ministry as Christian ambassadors. Shifting the focus from equipping individuals to equipping the whole church, they affirm the importance of interdependence among church members and explore various dysfunctional relationships that work against interdependence. Visionary servant leaders must recognize that their authority ultimately rests in God and that they can only effectively fulfill their calling through a life of prayer. Leaders must also affirm that ministry is not what we do with "extra time," but what we do with all of life. Url:

<http://www.alban.org/BookDetails.asp?ID=961>

Letting Go: Transforming Congregations for Ministry (Book)

Roy D. Phillips, Author. Bethesda, MD: The Alban Institute, 1999.

This guide offers a process for moving congregations from a maintenance mindset and likely obsolescence to an attitude of embracing and guiding change. Four major shifts in pastoral and congregational outlook are involved: from membership to ministry; from entitlement to mission; from education to spiritual development; and from toleration to engagement. Drawing on process theology and current writing on organizational change, Unitarian pastor Roy Phillips outlines the implications of "letting go." Each major chapter addresses one of the four shifts. In between are sections for personal meditation and assessment. Questions in the margins invite further writer-reader interaction, a practical feature for individuals and groups. Url:

<http://www.alban.org/BookDetails.asp?ID=941>

Making God Real for a New Generation: Ministry with Millennials Born from 1982 to 1999 (Book)

Craig Kennet Miller, Mary Jane Pierce Norton, Authors. Nashville, TN: Discipleship Resources, 2003.

This overview of ministry with youth explores the world of millennials (people born between 1982 and 1999) and addresses the challenges these young people face. Three primary sections focus on their family lives, day-to-day experiences, and spirituality. A fourth section focuses on ministry with millennials. Personal narratives, exercises, and suggestions for working with congregations are offered. One notable feature is the "Millennial Generation Survey, 2002" from the General Board of Discipleship and United Methodist Youth Organization. Also featured are resources for further exploration, including books and Web sites. Leaders seeking to understand this group more fully and involve them in congregational life more deeply will benefit from this resource. Url:

http://www.upperroom.org/bookstore/description.asp?item_id=155157

Our Gifts: Identifying and Developing Leaders (Book)

David P. Mayer, Author. Minneapolis, MN: Augsburg Fortress Press, 2002.

The author provides a simple and practical, yet theologically rich, guide for equipping all of God's people as disciple leaders. Chapters on spiritual growth, gifts discovery, mobilizing for ministry, leadership recruitment and development, and leadership styles are coupled with assessment tools to provide a process for self-discovery and growth in congregational leadership. Biblical reflection and real-life illustrations offer a framework for study and action. This book is designed for use in the congregational setting, but the tools and practical information can serve any disciple leader concerned with the life and health of congregations today. Url:

<http://www.augsburgfortress.org/store/item.asp?isbn=0806644095>

The Power of Asset Mapping: How Your Congregation Can Act on Its Gifts (Book)

Luther K. Snow, Author. Herndon, VA: The Alban Institute, 2002.

Luther Snow shows congregations a way to identify their assets and to see the power of those assets. *The Power of Asset Mapping* is divided into three parts. In Part 1, Snow presents a "quick and simple" exercise in asset mapping for a congregation. Part 2 details the "how" of asset mapping and walks the potential leader through the steps of the process. Part 3 provides a theoretical basis, exploring how asset mapping reinforces positive cycles in the congregation and presenting "frequently shared lessons" from congregations who have used asset mapping. This book describes a process that could serve as the positive foundation for a church to move forward. Url: <http://www.alban.org/BookDetails.asp?ID=1811>

Practicing Our Faith (Web Resource)

Valparaiso Project on the Education and Formation of People of Faith

One of the greatest challenges Christian leaders and educators face today is helping people to bridge the gap between Christian practices and the "fast-paced-drive-through" life we live today. The "Practicing Our Faith" Web site, sponsored by the Valparaiso Project on the Education and Formation of People in Faith, helps people connect eternal truths to temporary times. Modeled on teachings in a book by the

same name, the twelve practices include hospitality, forgiveness, and keeping Sabbath. Each practice is further explored—through relevant quotes and scriptures, reflective discussion questions, sermons, worship materials, resource lists, and suggestions for ways to apply a practice in everyday life. Url: <http://www.practicingourfaith.com/>

Practicing Our Faith: A Way of Life for a Searching People (Book)

Dorothy C. Bass, Editor. San Francisco, CA: Jossey-Bass, 1997.

This book examines twelve central Christian practices that, woven together, form a way of life grounded in faithfulness and integrity. Editor Dorothy Bass explains how these practices are shared activities addressing fundamental human needs. The book's thirteen contributors, from diverse religious and ethnic backgrounds, explore each practice: honoring the body, hospitality, household economics, saying yes and saying no, keeping Sabbath, testimony, discernment, shaping communities, forgiveness, healing, dying well, and singing our lives. They place each practice in its historical and biblical context, reexamine its relevance to our times, and show how it gives depth and meaning to daily life. Url:

<http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787938831.html>

Sharing the Ministry: A Practical Guide for Transforming Volunteers into Ministers (Book)

Jean M. Trumbauer, Author. Minneapolis, MN: Augsburg Fortress Press, 1999.

Jean Trumbauer presents a new paradigm of volunteer ministry based on the assumptions that each person is uniquely gifted for ministry, that church ministry is shared, and that staff and lay leaders are to help identify, develop, use, and support the gifts of all members. After explaining the shared ministry systems model, Trumbauer explores the model's processes: planning, discovering gifts, designing, recruiting, interviewing, matching, training, supervising, supporting, evaluating, and managing data. With reflection exercises, sample models, and further resources listed in each chapter, the manual can be used in learning designs for a variety of workshops, sessions, and meetings. Readers may also purchase "personal reflection guides" that facilitate gifts discernment. Url:

<http://www.augsburgfortress.org/store/item.asp?ISBN=0806602805>

Why You Can't Be Anything You Want to Be (Book)

Arthur F. Miller, William Hendricks, Authors. Grand Rapids, MI: Zondervan Publishing House, 1999.

"We cannot be anything we want to be," say Arthur Miller and William Hendricks. And yet, to be fulfilled in our lives and vocations, we must strive to discover our innate gifts and those things that motivate us. The authors theorize that everyone is endowed at birth with a distinctive blueprint of competencies. They describe how understanding one's motivated abilities pattern (MAP) can lead to realizing one's special giftedness and discovering a purposeful and satisfying calling. This book helps church leaders focus on their unique contributions and encourages them to recruit volunteers for ministries, within and beyond the congregation, on the basis of giftedness for particular tasks. Url: <http://www.amazon.com/exec/obidos/ASIN/0310226473>

Lay Ministry as Collaboration with Clergy

Members of the congregation work with leaders to create ministry

When the primary work of the faith community is shared between lay leaders and professional clergy, lay ministry becomes a partnership. The distinctive skills and experiences of clergy and lay participants combine to form the congregational ministry. The church, synagogue, or mosque becomes the vessel for discovering and living out ministry both within and beyond the congregation. The congregation maintains an integrated ministry structure that relies on the expertise of clergy and lay leaders.

Thinking theologically

In an ideal setting, these partnerships are rooted in shared theological underpinnings and visions for ministry. Episcopal priest and educator William Barnwell compares the theological grounding with learning a foreign language. At first, the student learns the grammar, vocabulary and key phrases; he or she may even be able to hold a simple conversation. The language isn't really mastered, however, until the student begins thinking and dreaming in it. In the same way, once fluent in theology, all ministry partners are heading in the same direction. The partnership then launches new initiatives and creates ministries.

Ministering "with" rather than "to"

Ministry happens largely through congregationally endorsed and supported programs that develop from these partnerships. Clergy minister *with* their congregations rather than *to* them. Partnerships can be within the congregation or with the broader community. They may be one-time events (the youth serving in a soup kitchen) or permanent relationships, as with the Lutheran Social Services network.

The best partnerships have clergy working with people to discern God's call for them, creating ministries that enable them to serve and fulfill that call—both individually and as a congregation. Members of the congregation, co-creators and nurturers of that mission, maintain a strong sense of their purpose in the world and the vital role of the congregation in fulfilling that mission.

Implications for congregational leaders

Collaborative ministry draws on the best skills of clergy and congregations. Developing relationships and discovering ministry together can be time consuming, which may be difficult for congregations pressured to produce results. In transient communities, the time investment can be quickly squandered should a key lay participant or clergyperson move.

Channels of authority and responsibility between lay and clergy leaders can be blurred in this understanding of lay ministry. If not carefully managed, implementation can be complicated and messy. Since congregants take an active role in creation and oversight of ministries, there is the possibility of division between lay people who are engaged in congregational life and those who are not.

In some faith traditions where clerical and lay roles are not distinctly different—Judaism, Islam, Quakerism—or in those settings where clergy are in short supply, partnerships are usually between a paid staff member and a volunteer.

Collaborative ministry moves away from an authoritative hierarchical model to a partnership. The leader focus is on people rather than tasks, on leaders as spiritual coaches not just administrators. Support systems are important to connect people to the congregation. Roles must be clearly defined and all must be committed to the partnership.

Trusting partnerships develop over time. Leaders of congregations may have to move gradually into collaborative ministry. To build and expand a congregation's theological knowledge, education, and small-group work may be needed before moving into ministry development.

Collaboration with Clergy: Recommended Resources

A Call to Collaborative Ministry (Media)

Produced by Carroll Juliano, SHCJ and Loughlan Sofield, ST. Distributed by National Association for Lay Ministry. Duration: 60 minutes.

This video helps congregational leaders to understand collaborative ministry and develop collaborative skills. It discusses approaches to discerning gifts, myths surrounding collaboration, obstacles and challenges to collaboration, and processes for developing collaborative ministries. Four diverse parishes present stories about their collaborative work and share the insights of parish staffs and pastoral leaders. Narrated by subject experts Sr. Carroll Juliano, SHCJ, and Br. Loughlan Sofield, ST, this film—along with the complete facilitator's guide and participant's workbook—will be of particular value to Roman Catholic parishes interested in pursuing collaborative ministry. Url: <http://www.nccv-vocations.org/product.asp?itemid=108&catid=69>

The Equipping Church, Serving Together to Transform Lives (Book)

Sue Mallory, Author. Grand Rapids, MI: Zondervan Publishing House, 2001.

Beginning with the injunction that pastors are to "equip the saints for the work of the ministry," *The Equipping Church* passionately relays the process that lay minister Sue Mallory and her team followed in developing a culture and system in the church for supporting lay ministry. Not a "quick fix" program, this book identifies processes that must be tailored to each church's culture and vision. Mallory's discussion of difficult issues, and her identification of resources, make this book highly practical. Congregational, educational, and denominational leaders seeking to implement a vision for a vibrant church—with members equipped to fulfill their callings—will benefit from implementing its ideas. Url:

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In It for the Long Haul: Building Effective Long-term Pastorates (Book)

Glenn Ludwig, Author. Bethesda, MD: The Alban Institute, 2002.

Although the book as a whole is aimed at the challenges and opportunities of ministers engaged in long-term pastorates, chapter 7 ("Where Two or Three Gather: Supervising and Nurturing Church Staffs and Volunteers") focuses on how leaders can encourage volunteers to develop their gifts while making sure that important congregational tasks are completed. Url: <http://www.alban.org/BookDetails.asp?ID=1697>

Letting Go: Transforming Congregations for Ministry (Book)

Roy D. Phillips, Author. Bethesda, MD: The Alban Institute, 1999.

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Sharing the Ministry: A Practical Guide for Transforming Volunteers into Ministers (Book)

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Jean Trumbauer presents a new paradigm of volunteer ministry based on the assumptions that each person is uniquely gifted for ministry, that church ministry is shared, and that staff and lay leaders are to help identify, develop, use, and support the gifts of all members. After explaining the shared ministry systems model, Trumbauer explores the model's processes: planning, discovering gifts, designing,

recruiting, interviewing, matching, training, supervising, supporting, evaluating, and managing data. With reflection exercises, sample models, and further resources listed in each chapter, the manual can be used in learning designs for a variety of workshops, sessions, and meetings. Readers may also purchase "personal reflection guides" that facilitate gifts discernment. Url: <http://www.augsburgfortress.org/store/item.asp?ISBN=0806602805>

Lay Ministry as a New Model for Congregational Life

We gather as a people to be nurtured and then sent as co-participants in God's creation

There is an inherent flaw in the understanding of all ministry as the exclusive work of professional clergy. All human beings are made to be part of the creational work of the Divine. Hence, all are called to be ministers and to do ministry in the many venues of everyday living. The congregation becomes a vessel for discovering and living out ministry both within and beyond the congregation.

Clergy may have specialized education and training, but they are not endowed with special rights or responsibilities. In this interpretation, congregations become "refueling stations" for the work and ministry of people in the world. Ordained clergy use their special expertise to coach and enable others to discover and honor God's call to service in the world. This understanding leads to a reinterpretation of the traditional roles of professional clergy and those who are not ordained. It also calls for a reconsideration of related religious institutions and practices.

Faith as a way of life

The Abrahamic traditions—Judaism, Christianity and Islam—all believe in one God who takes an active role in life. All three advocate and provide guidelines for faithful living as part of a community. Christianity, however, has a deeper tradition of clericalism and structured hierarchy. The divinity of Christ and emergence of the priesthood, in some denominations, developed into a deep distinction between those who are ordained and those who are not. In some cases, people believe that ordination makes one ontologically different.

Aspects of the lay movement that emphasize a return to the equal status of all believers tend to be specifically Christian. While Islam and Judaism struggle with the same issues of engaging and supporting congregations, the lay/clergy division is not as pronounced. Issues tend to focus around basic tenets of the faith itself, nurturing and sustaining the faith community, passing the faith to future generations, and the intersection of faith and contemporary society.

Baptized to be the church

One interpretation insists that baptism conveys the responsibility to minister. Baptism endows the people of God with everything they need to be THE ministers of the church. Everyday experiences provide unique opportunities for ministry as embodied in each individual. Lay-led house churches and governance-endorsed mutual-ministry programs where lay people are the only leaders of a congregation exemplify the broadest application of this model.

The congregation itself can be engaged in ministry that nurtures and inspires. Faith-based partnerships, social service agencies, organizations serving direct needs of the community or advocating for social justice can all be considered part of the congregational mission inspired by the people of God. Evangelism, teaching and offering hospitality are other ministry activities.

Implications for congregational leaders

This expression of lay ministry challenges people to reclaim the responsibilities of Baptism and consequential church restructure. It empowers the laity while reinforcing the importance of the church as a supporting and equipping institution. This may prove difficult for some congregations, particularly those firmly grounded in their established hierarchical or denominational structures.

To effectively support lay ministers, worship may include references to the everyday aspects of life. Ritual, designed to mark life's significant moments, can easily accommodate symbols of human work and ministry. Occupational blessings, artifacts that represent work and secular living, sermons and special prayers can be woven into worship to transform it into a supportive element. Congregational leaders can visit people in their workplaces and then reinforce the religious community by sharing these stories as examples of the congregation's work in the world. One congregation, trying to make this transition, posted an exit sign that reminds congregants, "You are now entering the mission field, come back when you need reinforcement."

Wayne Schwab, author of *When the Members Are the Missionaries*, proposes that a congregation should support lay ministry with four primary activities: (1) helping people discern their calling; (2) forming people into ministers through worship, scripture and daily-life study, and service; (3) sending people forth into their ministries; and (4) supporting people with education and other activities. People are encouraged to think through the basics of their ethics, faith, and congregational responsibilities in light of these activities.

Congregational Life: Recommended Resources

***Becoming Barnabas: The Ministry of Encouragement* (Book)**

Paul Moots, Author. Bethesda, MD: The Alban Institute, 2004.

Becoming Barnabas takes a fairly obscure character in Scripture and crafts around his actions an entire way to do ministry. Paul Moots particularly looks at Barnabas' generosity, his willingness to partner with others, and his ability to forgive as essential to the work of the church. Written for lay and ordained congregational leaders, this book encourages opening leadership opportunities to the entire congregation. The author understands and responds to the difficulties and fears that arise when leadership responsibilities expand beyond usual channels, persons, or committees. While giving up control is not easy, Moots explores the creative possibilities that can emerge when we are willing to share control with others. Url: <http://www.alban.org/BookDetails.asp?ID=1812>

The Center for Baptismal Living (Organization)

Believing that all baptized persons are commissioned to serve Christ through their unique ministries, the Center for Baptismal Living supports, encourages, and equips

individuals and congregations in their ministries and vocations. While its primary mission is the Episcopal / Anglican denomination, it works cross-denominationally. The Center implements its mission through seven activities: (1) acting as an arena for interacting and networking; (2) consulting to parishes; (3) serving as an information clearinghouse; (4) providing curricula and other resources for baptismal preparation and education; (5) conducting research on baptismal living; (6) training on site, at other locations, and through the Internet; and (7) thinking about liturgical practices and developments.

The Center for Baptismal Living
P. O. Box 1463
Lansdale, PA 19446
(215) 530-2089
Fax: (215) 855-1177
htlay@erols.com
Url: <http://www.baptized.org/about.html>

Centered Life (Organization)

Asserting that humanity's task is "to care for God's creation and share the gospel of Christ," Centered Life helps individuals and congregations discern and live their callings. ("Callings" refers to all of the ways you spend your time—in your family, community, workplace, and church.) Congregations that join Centered Life complete a seven-phase process to help them equip and support their members with doing God's work. They are supplied with an assessment tool, the assistance of Centered Life staff, and other resources tailored to their particular strengths and needs. Additional resources, such as the "Discover Your Strengths" workshop, are described on the Web site.

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Url: <http://www.centeredlife.org/>

Church-going Insider or Gospel-carrying Outsider?: A Different View of Congregations (Book)

Judith McWilliams Dickhart, Author. Chicago, IL: ELCA Division for Ministry, 2002.

While congregational leaders say they want members to carry the gospel into their daily lives, they encourage members to focus instead on sustaining internal church ministries. Judith McWilliams Dickhart challenges lay and ordained leaders to move beyond thinking of their mission as simply perpetuating worship attendance in the same building at the same time each week. She believes we must equip Christians with resources for living their faith in the world. The author supplies narratives that illustrate how some people are finding fruitful ways to integrate faith and life. This book is a resource of the ELCA's Division for Ministry program, "SPLASH! The Ripples of the Baptized." Url:

http://www.centeredlife.org/?location=Detail&content_type=cControllerProduct&content_id=147

The Continuing Conversion of the Church (Book)

Darrell L. Guder, Author. Grand Rapids, MI: Eerdmans Publishing, 2000.

Observing that "we are constantly tempted to assert that our way of understanding the Christian faith is a final version of Christian truth," Darrell Guder argues for redeveloping the theology and practice of mission. The author cites the historical influence of individualism and reductionism on evangelism and discusses present-day challenges to evangelical ministries. He also explores the meaning of "continual conversion" and explains the importance of acting to change church institutional structures and practices. Seminary students and teachers, lay and ordained congregational leaders, and others involved in mission work will find this resource invaluable. Url: http://www.eerdmans.com/shop/product.asp?p_key=080284703X

Discipleship Essentials: A Guide to Building Your Life in Christ (Book)

Greg Ogden, Author. Downers Grove, IL: InterVarsity Press, 1998.

Discipleship Essentials is designed to be used in weekly sessions as a small-group (three or four people) curriculum or for individual study. Drawing on the principles and patterns presented in this workbook, groups learn to model their lives after the example Jesus set for his disciples. Three important values drive "disciple-making": a desire to know the truth of God's Word, a willingness to live in caring and ongoing relationships with one another, and a commitment to mutual accountability for our actions and agreements. Lessons to prepare for the weekly sessions are thematically arranged and feature "core truths," Bible studies, and additional readings. Url: <http://www.gospelcom.net/cgi-ivpress/book.pl/code=1169>

Full-Time Christians: The Real Challenge from Vatican II (Book)

William Droel, Author. Mystic, CT: Twenty-Third Publications, 2002.

For Father William Droel, the real challenge of Vatican II lies not in the adoption of new liturgical language or changes in Roman Catholic customs, but in the spirituality of our everyday lives. He believes that our spirituality is most revealed in our daily interactions with those we encounter at work, at home, and in our communities. While Droel acknowledges the enormous contribution of lay people as pastoral counselors and catechists within the church, he also challenges lay people to embrace a life globally centered on the gospel and focused on more fully living the good news of God's universal love and salvation through Jesus. Url: http://store.bayard-inc.com/comersus_viewItem.asp?idProduct=6755

The Gospel and Our Culture Network (Organization)

The Gospel and Our Culture Network (GOCN) operates to "provide useful research regarding the encounter between the gospel and our culture" and to "encourage local action for transformation in the life and witness of the church." Its founders believe that such a network is necessary because shifts in Western society have resulted in the marginalization of the church and the popularization of values (consumerism, individualism) at odds with the gospel. As a network, it fosters intra- and cross-denominational connections between lay persons and clergy, between educators and pastors, and between denominational executives and congregational leaders. Its Web site features online discussion groups, a newsletter, and a book series.

Gospel and Our Culture Network
101 E. 13th Street
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(616) 392-8555
Fax: (616) 392-7717
judy@westernsem.org
Url: <http://www.gocn.org/>

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Living on the Border of the Holy: Renewing the Priesthood of All (Book)

L. William Countryman, Author. Harrisburg, PA: Morehouse Group, 1999.

William Countryman claims that all people minister as priests and receive priestly ministrations from one another. In so doing, they give and receive a new understanding of the world. Each priest's vocation, whether fundamental or ordained, is "discerned through honest assessment of our individual gifts and longings and in conversation with one another." Countryman suggests ways the fundamental priesthood of all can be facilitated in the functioning of a congregation. He advocates envisioning "team ministries so that they are not merely extensions of the rector or chief pastor." He also advocates forming cluster groups of congregations with shared leadership to support ministries that no one congregation could accomplish singly. Url:

<http://www.morehousegroup.com/booksmusicItemView.asp?bookID=3742>

Ministry in Daily Life: A Practical Guide for Congregations (Book)

William E. Diehl, Author. Washington, DC: The Alban Institute, 1996.

One of the best known advocates of the "ministry in daily life movement," Bill Diehl tells how his church set out to help its people as they faced the new mission field in their ministries at work, at home, and in the community. Full of practical experience and wisdom, this book describes specific ways to affirm, equip, and support members. The crucial roles of the pastor and director of member ministry are discussed. Offering an historical perspective and outlining the challenges of the future, this book combines the major themes of the movement with examples of how congregations and pastors can support the ministry of daily life. Url:

<http://www.alban.org/BookDetails.asp?ID=925>

Reclaiming the Church: Where the Mainline Church Went Wrong and What to Do About It (Book)

John B. Cobb Jr., Author. Louisville, KY: Westminster John Knox Press, 1997.

Most churches, particularly those in "mainline" denominations, are facing the problems of declining attendance and increasing marginalization. John Cobb believes the remedy is more foundational than programmatic. It lies with the church (1) re-discovering its passion for the conviction that the Christian faith is of supreme importance to individual church members, the body of the church, and the world; and (2) engaging in serious theological reflection about our shared faith. This book avoids giving easy, formulaic answers and calls for the whole church to engage in the

theological endeavor. It will greatly benefit congregational leaders who want to call their churches to a deeper Christian understanding. Url: <http://www.amazon.com/exec/obidos/ASIN/0664257208>

Recovering the Sacred Center: Church Renewal from the Inside Out (Book)
Howard E. Friend, Author. Valley Forge, PA: Judson Press, 1998.

Using metaphor, story, and reflection, Howard Friend develops a theological and practical guide to congregational renewal. He begins by exploring the concept of "sacred center"—something that is both akin to a true "self" and closely connected to the divine. Next, he reframes four subjects theologically, taking the "sacred center" into consideration: scripture, sacred space, personhood, and transformation. Friend applies this theology to the life of congregations from several different angles. Finally, he shares stories from his ministry experience to highlight the transforming power of recovering the "sacred center." This book will serve as valuable guide for congregations in search of renewed vitality. Url: <http://www.amazon.com/exec/obidos/ASIN/0817012745>

Reflecting with God: Connecting Faith and Daily Life in Small Groups (Book)
Abigail Johnson, Author. Herndon, VA: The Alban Institute, 2004.

Here is a step-by-step guide for leading theological reflection groups. After explaining why it is important to ponder theological topics, Abigail Johnson moves into the nuts and bolts of setting up theological reflection groups. She then leads the reader through each step of group facilitation, touching on important elements of the process. She also examines the "ripple effect" of reflection groups on a community, recognizing that the conclusion of a group does not mean the end of thinking, examining, and questioning. A reflection group such as the one described by the author helps to develop Christians who are dedicated to taking scripture, theological concepts, and the church seriously. Url: <http://www.alban.org/BookDetails.asp?ID=1810>

Unfinished Business: Returning the Ministry to the People of God (Book)
Greg Ogden, Author. Grand Rapids, MI: Zondervan, 2003.

Greg Ogden asserts that the unfinished work of the Reformation is to expand responsibility for ministry to all people, not just clergy. Describing the church as an "organism" rather than an "institution," Ogden also expands the venue for ministry to include the church, the world, and all aspects of life. He explores the roles of the church, the pastor, and leadership in the New Reformation and emphasizes the church as an equipping entity. He includes examples and models to support his ideas, making this an in-depth resource on empowering people for ministry. This book is an updated version of a classic text, *The New Reformation: Returning the Ministry to the People of God*. Url: <http://www.zondervan.com/Books/Detail.asp?ISBN=0310246199>

When the Members Are the Missionaries: An Extraordinary Calling for Ordinary People (Book)
A. Wayne Schwab, Author. Essex, NY: Member Mission Press, 2002.

For Wayne Schwab, the work of the church is supporting members as they discover their callings in the "mission fields" of daily life: home, work, the local community, the wider world, and the faith community. Schwab provides the theological foundations of his vision, examples of individual missions, materials to discern and

support missionaries, a process for congregational transformation, and models for judicatory and national church restructuring. This book will be helpful to any congregation—large or small—seeking to reclaim the promise and responsibility offered through baptism. Readers may subscribe to an e-list (Membermission@aol.com) or visit the Web site to learn how congregations are using the book. Url: <http://www.membermissionpress.org/>.

Lay Ministry as Personal Ministry

God works in the world through everyday lives of people

God works in the world through the everyday lives of people—through their roles as parents, Little League coaches, business owners, health care and factory workers, bank tellers and window washers. The ordinary fabric of life offers countless opportunity to live and share one's faith outside the framework of a faith community. Ministry is either assuming personal responsibility to transform the non-spiritual setting or discovering how to live spiritually in a non-spiritual setting.

This opportunity may be explicit—as when a corporation hosts prayer or bible study groups, a school adopts a religious curriculum, or a business chooses to be listed in a faith-based telephone directory. Or it is implicit—as when an organization adopts an ethical code of conduct based on values consistent with a faith perspective or hires a corporate chaplain to address spiritual but not specifically religious concerns. Faith is at the center of one's Monday to Friday world—the marketplace.

Initiatives that support this understanding range from evangelizing in the workplace to twelve-step programs. The religious institution may become a place that supports and affirms work in the world through worship and other activities, but is not required.

God's call and secular vocation

What makes this personal ministry different from simply living life as a good person? In one aspect, not much, as the observable activity will look the same. What does matter, however, is the mindset. The person intentionally affirms that life is grounded in the Divine, and that each person has a unique call to interpret and express that divine through his or her life—at home, at work, and at play.

Marketplace spirituality

The term "marketplace spirituality" is often used to describe the Christian calling to evangelize in the workplace. This includes advocating for employee-led prayer groups and bible study, adopting Christian-based business practices, and supporting networks of lay speakers able to spread the Gospel. Marketplace spirituality practice can be either overly expressed or simply the foundation from which business is conducted.

Ethics and moral practice

In the wake of unprecedented corporate scandal and greed, businesses are adopting codes of ethics and standard business practices that are consistent with faith values. Arguably, this reflects a version of workplace spirituality. Similar codes of conduct and practice are being adopted in law, bio-ethics, and other professions as well.

Expanded definition of "mission field"

At one time, lay ministry beyond the congregational setting focused primarily on social and economic justice—direct service activities such as tutoring children and feeding the homeless. Work also emphasized advocacy to eliminate the conditions that caused the need for direct service in the first place. The Industrial Mission movement, a national effort that organized grassroots groups for advocacy is a good example. Today, the concept of mission has expanded to include all aspects of civic life.

Implications for congregational leaders

This aspect of lay ministry takes to heart faith as a way of life. The congregation is subordinate to its members' experience at work and in their lives. The flow of creative energy is from the congregation out into the workplace rather than from the workplace into the congregation. Congregations may support personal ministry, but by definition, it is conducted outside the parameters of the established religious institution and thus may be harder to manage or predict.

Congregational leaders can do much to support ministry in the workplace, especially when developed in partnership with the members of the faith community. The congregation becomes a place to learn, test ideas, and connect with others to share workplace challenges and experiences. To become acquainted with the workplace and reinforce the connection between faith and work, clergy can visit members in their corporate settings, become well-versed in the working lives of congregants, preach about the workplace, and include workplace issues in prayer and worship. They can develop programs and form partnerships with business organizations. They can do much to reinforce the personal experience of the Divine, nurturing the experience of personal call and mission. Other ideas include offering opportunities for vocational discernment, personal accounts of ministry in action, and emphasizing the supporting role of the congregation to its members' individual ministries.

Personal ministry is just that, personal, and so is as unique as each individual person. As such, it is difficult to separate personal ministry from broader societal and personal issues. Some believe it is their right to express their faith in the workplace; others find that expression offensive. Some see taking a political stance as a manifestation of faith; others don't think politics has any place in the religious institution. These issues include (but are not limited to) the separation of church and state, public versus private expression of faith, religious tolerance, social and economic justice, and freedom of speech. Congregational leaders should be aware of these complex issues as they engage in or support personal ministry.

Personal Ministry: Recommended Resources

The Active Life: A Spirituality of Work, Creativity, and Caring (Book)
Parker J. Palmer, Author. San Francisco, CA: Jossey-Bass, 1999.

Parker Palmer argues that we can embrace the monastic virtues of silence, solitude, contemplation, and centeredness without becoming full-time contemplatives. This is good news for Christians who lead hectic lives! Palmer writes of his own spiritual journey and dispels myths about contemplation and action. For example, he explains that solitude and community are not mutually exclusive. He relates stories from

various traditions, including Taoism, Christianity, and Hasidic Judaism. He also encourages us to examine Biblical examples of contemplation (Jesus' temptation in the desert) and action (the feeding of the five thousand). This resource offers a powerful approach to help people of faith turn contemplation into action. Url: <http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787949345.html>

After Sunday: A Theology of Work (Book)

Armand E. Larive, Author. New York, NY: Continuum Books, 2004.

Preoccupied with Sunday activities and institutional needs, churches often ignore the strong religious connections of the work world. That's Armand Larive's premise in this in-depth exploration of the gap between the church and the everyday lives of church members. While some thinkers criticize the strong devotion that many people have to their work, Larive believes that in many cases, this devotion is the manifestation of co-creation with God. The author calls for an exploration of the theological dimensions of everyday work, be it manual, intellectual, service-related or not. He then shows how this system can serve as the foundation for an ethical Christian spirituality of work. Url: [http://www.continuumbooks.com/\(i02b0055bfrdu45d1uyrtz5\)/BookDetail.aspx?BookID=38214](http://www.continuumbooks.com/(i02b0055bfrdu45d1uyrtz5)/BookDetail.aspx?BookID=38214)

Avodah Institute (Organization)

The Avodah Institute helps business leaders, senior executives, seminaries, business schools, and others who want to integrate faith into all aspects of professional life. Chosen as a "hot pick" by *USA Today*, this resource includes articles, book recommendations, and links to other organizations. "Avodah" is a Hebrew word that means both worship and work. While grounded in the Christian tradition, Avodah welcomes participants from any faith tradition. Founder and President David Miller is also Executive Director of the Yale Center for Faith and Life. Before seminary, Miller spent sixteen years as a senior executive in international business.

The Avodah Institute
240 Greenwood Drive
Key Biscayne, FL 33149
305-361-2267
info@AvodahInstitute.com
Url: <http://www.avodahinstitute.com/>

Coalition for Ministry in Daily Life (Organization)

The Coalition for Ministry in Daily Life is an international, ecumenical organization of "partners of Christ working together to mobilize God's people for mission and ministry in God's world." To fulfill its purpose, the Coalition provides opportunities for people from diverse backgrounds and occupations to teach and learn from one another about daily life ministries. Members include congregations, judicatories, denominations, seminaries, publishers, and independent organizations supporting the ministries in daily life of all Christians. Protestants, Catholics, and Evangelicals are represented. The Coalition hosts annual conferences and publishes a regular newsletter, *Laynet*. Member partners share discounts on materials offered by partners and Internet sharing groups are available.

Coalition for Ministry in Daily Life
P.O. Box 239
So. Orleans, MA 02662
Url: <http://www.dailylifeministry.org/>

Faith at Work (Organization)

Faith at Work describes itself as "a network of progressive Christians at the growing edge of the church." It fosters self-discovery through biblical reflection, sharing autobiographical stories, and trusting the presence of Christ to "speak the truth in love" and transform people and their work in the world. It echoes many aspects of a twelve-step program with a central focus on "the Jesus style." Faith at Work includes resource information, conferences, and training events to help people recognize and embrace the life-changing power of Christianity. The *Faith@Work* magazine is an upbeat collection of articles described as a "meeting" in print.

Faith at Work, Inc.
106 E Broad Street #B
Falls Church, VA 22046-4501
(703) 237-3426
Fax: (703) 237-0157
info@FaithAtWork.com
Url: <http://www.faithatwork.com/>

Forgetting Ourselves on Purpose: Vocation and the Ethics of Ambition (Book)
Brian J. Mahan, Author. San Francisco: Jossey-Bass, 2002.

Brian Mahan explores the tension between culturally defined wants (ambition) and the spiritual quest for authenticity. Through brief vignettes and examples drawn from his 20-year teaching experience, he describes aspects of ambition (vocational ambiguity, definition of success, self-deception, self-absorption, and meritocracy) and offers practice exercises to consider each. Rather than rote processes, these exercises encourage personal reflection to discover the cultural messages that blind true vocation. The author describes the book and practices as "a prolonged mnemonic device, a kind of educational aid for remembering what you already know but have been strong-armed into forgetting." Url: <http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787956333.html>

Forum for Faith in the Workplace (Organization)

The Forum helps people make a positive difference in the workplace by incorporating personal faith and values. Grounded in Christianity, the Forum embraces the spiritual tenets common to all faiths. Forum representatives work with the public and private sectors to provide work-based small groups, workplace partnerships that encourage connections between personal ethics and organizational mission, and congregational partnerships that offer a variety of educational and small group opportunities. Currently serving central Ohio, the Forum hosts a seminary course for students and lay auditors that explores the church's mission to prepare lay members for daily ministry in the world.

Forum for Faith in the Workplace
P.O. Box 12082
Columbus, Ohio 43212
(614) 327-3255
Fax: (614) 486-0928
ffwp@aol.com
Url: <http://www.faithintheworkplace.org/>

Getting A Life: How to Find Your True Vocation (Book)
Renee M. LaReau, Author. Maryknoll, NY: Orbis Books, 2003.

Author Renee LaReau explores vocational issues and the questions they raise. She writes with particular sensitivity to those just beginning, or in the early stages of,

their professional lives—when choices are broad and guidance is often lacking. A twenty-something herself, LaReau offers examples from the experiences of her peers. She also shares the spiritual coming-of-age experiences of spiritual leaders such as Anne LaMott. In addition, she provides practical advice to help readers identify their gifts and map a spiritually fulfilling life. Url: <http://www.maryknollmall.org/description.cfm?ISBN=1-57075-498-5>

The Gospel and Our Culture Network (Organization)

The Gospel and Our Culture Network (GOCN) operates to "provide useful research regarding the encounter between the gospel and our culture" and to "encourage local action for transformation in the life and witness of the church." Its founders believe that such a network is necessary because shifts in Western society have resulted in the marginalization of the church and the popularization of values (consumerism, individualism) at odds with the gospel. As a network, it fosters intra- and cross-denominational connections between lay persons and clergy, between educators and pastors, and between denominational executives and congregational leaders. Its Web site features online discussion groups, a newsletter, and a book series.

Gospel and Our Culture Network
101 E. 13th Street
Holland, MI 49423-3622
(616) 392-8555
Fax: (616) 392-7717
judy@westernsem.org
Url: <http://www.gocn.org/>

***Hearing with the Heart: A Gentle Guide to Discerning God's Will for Your Life* (Book)**

Debra K. Farrington, Author. San Francisco, CA: Jossey-Bass, 2003.

Drawing upon scripture, brief personal stories, and examples from Christian living—such as the Desert Fathers and the Society of Friends (Quakers)—this book outlines the spiritual dimensions of living according to God's will, describes critical spiritual tools for that living, and explores the process of personal discernment. The emphasis is on inviting God into everyday life, not as a purveyor of "shoulds" and "oughts," but rather as a loving co-creator. Practices and guidelines, drawn not only from Christian orthodoxy but other spiritual disciplines as well, provide access to the Divine and life's deepest purpose. Url: <http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787959596.html>

InterVarsity: Ministry in Daily Life (Organization)

InterVarsity's Ministry in Daily Life (MDL) Resource Group serves "anyone interested in whole life discipleship to Jesus Christ." Based on the biblical premise that God calls all Christians to minister daily in the places they live and work, MDL provides extensive resources with annotated links to more than 50 Web sites, daily exercises for personal or group reflection, audio interviews, guides for preaching on ministry in daily life, case studies, and other tools. MDL's conservative theological stance is expressed in its online resource, *The Complete Book of Everyday Christianity*, described as "an A-Z guide to following Christ in every aspect of life." InterVarsity emphasizes the mission of converting others to the Christian perspective.

InterVarsity: Ministry in Daily Life
P.O. Box 7895
Madison, WI 53707-7895
(608) 274-4823, ext. 398
Fax: (608) 274-7882

info@ivmdl.org
Url: <http://www.ivmdl.org/>

Let Your Life Speak: Listening for the Voice of Vocation (Book)

Parker J. Palmer, Author. San Francisco, CA: Jossey-Bass, 1999.

Parker Palmer advocates finding our true vocations from within ourselves rather than from without. At the same time, he stresses the roles our communities can play in developing inner work. His book also offers practical guidance on responding to certain warning signs—such as burnout and depression—that indicate we are not pursuing our vocations. Palmer candidly discusses his own journey as an educator, as well as both the frustrations and the clinical depression he experienced when his path was not clear. *Let Your Life Speak* is an ideal resource for any groups or individuals who seek an authentic fulfillment of their "calling." Url: <http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787947350.html>

Making God Real for a New Generation: Ministry with Millennials Born from 1982 to 1999 (Book)

Craig Kennet Miller, Mary Jane Pierce Norton, Authors. Nashville, TN: Discipleship Resources, 2003.

This overview of ministry with youth explores the world of millennials (people born between 1982 and 1999) and addresses the challenges these young people face. Three primary sections focus on their family lives, day-to-day experiences, and spirituality. A fourth section focuses on ministry with millennials. Personal narratives, exercises, and suggestions for working with congregations are offered. One notable feature is the "Millennial Generation Survey, 2002" from the General Board of Discipleship and United Methodist Youth Organization. Also featured are resources for further exploration, including books and Web sites. Leaders seeking to understand this group more fully and involve them in congregational life more deeply will benefit from this resource. Url: http://www.upperroom.org/bookstore/description.asp?item_id=155157

Ministry in Daily Life (Web Resource)

Cohosted by the Episcopal Church and the Evangelical Lutheran Church in America (ELCA), this site links to a wealth of Web sites, newsletters, articles, group study materials, bibliographies, workshops, and more—all focused on helping people "who want their Christian faith to be alive and an integral part of their week Sunday to Monday, not just Sundays." Noteworthy articles include Arthur Waskow's "Holy Economics" and Robert McClory's "Finding God on the Job." Another interesting feature is an annotated list of congregations and judicatories devoted to lay ministry, leadership development, and workplace spirituality. Christian leaders in all traditions will appreciate the breadth of materials and ideas offered on this site. Url: <http://arc.episcopalchurch.org/mdl/index.html>

Supporting Christians at Work: A Practical Guide for Busy Clergy (Booklet)

Mark Greene, Author. New York, NY: Episcopal Church and ELCA, 2003.

This short booklet (a 90-minute read) explores the role of clergy and the lives of both church and unchurched workers. Included are scriptural references, an examination of the obstacles to workplace ministry, and examples of new roles to motivate and inspire clergy. Also featured are assessment surveys and a resource

bibliography. Originally created at the London Institute for Contemporary Christianity by an advertising executive with a theological background, this booklet was edited for American usage and is available from Episcopal Parish Services. Clergy who have little time for reading but who seek to support people in their work ministries will find *Supporting Christians at Work* helpful. Url:
<http://www.episcopalparishservices.org/displayrecord.asp?EntryCode=MDSCAW>

Unfinished Business: Returning the Ministry to the People of God (Book)
Greg Ogden, Author. Grand Rapids, MI: Zondervan, 2003.

Greg Ogden asserts that the unfinished work of the Reformation is to expand responsibility for ministry to all people, not just clergy. Describing the church as an "organism" rather than an "institution," Ogden also expands the venue for ministry to include the church, the world, and all aspects of life. He explores the roles of the church, the pastor, and leadership in the New Reformation and emphasizes the church as an equipping entity. He includes examples and models to support his ideas, making this an in-depth resource on empowering people for ministry. This book is an updated version of a classic text, *The New Reformation: Returning the Ministry to the People of God*. Url:
<http://www.zondervan.com/Books/Detail.asp?ISBN=0310246199>

What You Do Best in the Body of Christ (Book)
Bruce Bugbee, Author. Grand Rapids, MI: Zondervan, 1995.

Here is a practical handbook for every individual wanting to further explore his or her spiritual gifts, passion, personal style, and calling. Bruce Bugbee takes a fresh approach to familiar concepts by showing that our gifts reveal what we are called to do—while our passions reveal where, and our personal style reveals how, we are called to serve. He provides self-assessment exercises, biblical examples, and reflections which contribute to making this publication an easy-to-read and useful resource. Persons developing equipping ministries or discerning their own personal servant profiles and callings will especially benefit from *What You Do Best*. Url:
<http://www.zondervan.com/Books/Detail.asp?ISBN=0310494311>

Workplace Spirituality (Web Resource)

The vision of Workplace Spirituality is "the transformation of society so that the positive values of spirituality are welcomed as human assets in every workplace, whether the workplace is for-profit, not-for-profit, religious, educational, or service-oriented." Designed to be an interfaith discussion forum, this site contains a free e-newsletter, articles, press clippings, news headlines, and an online resource shop. Various applications are explored—including (1) business management (ethical decision making, maintaining integrity); (2) the relationships between everyday life, career, and calling (personal spiritual practice, addressing time and energy demands in a 24/7 workplace); and (3) society at large (work as service, living from abundance rather than scarcity; economic justice). Url:
<http://www.workplacespirituality.info/>

Yale Center for Faith and Culture (Organization)

The mission of the center is to promote the practice of faith in all spheres of life through theological research and leadership development. The center houses ongoing programs, fixed-term projects, and short-term initiatives—all seeking "to understand and revitalize the ways in which religious commitments interact with

culture and shape people's lives." Three primary initiatives: "Faith as a Way of Life" (enabling pastoral excellence by equipping clergy to mediate faith as a transformational force in people's lives), "Ethics and Spirituality in the Workplace" (developing models for ethical and faithful living in the workplace) and the "Sarah Smith Memorial Conferences on Moral Leadership" (fostering moral leadership).

Yale Center for Faith and Culture
Yale Divinity School
409 Prospect Street
New Haven CT 06511
(203) 432-8629
Fax: (203) 432-5356
yfcinfo@yale.edu
Url: <http://www.yale.edu/faith/>

Quick Quotes

"Finding our vocation [calling] is not just 'finding my lifework,' or even 'finding what God wants me to do' ...Finding our vocation is largely a matter of finding where God is, the God who hides in our neighbors, in ourselves, and in [the] world. Once we notice the Hidden God ... in families, the workplace, the community, and the church—and when we realize the part we play in [God's] design—we have found our vocation." Gene Edward Veith, *God at Work*

"The act of weaving is spiritual leadership." Jim Kitchens

"Jesus is in the legislature where I am called to serve. If he were not there, I should not be there either." Byron Rushing

"Don't knock down props of people with out providing a new structure for them to fall on." Craig Dykstra, Pastoral Excellence Conference

"How people live is the real measure of effectiveness of a congregation." Hendrick Kraemer, *A Theology of the Laity*

"[...founders of America's first and most prestigious business schools] intended not only to standardize the production of managers for the nation's corporations but also to professionalize the occupation of management itself. If they had succeeded, managers might have come to play a role in the business-dominated society of the twentieth century analogous to the role of the clergy in pre-industrial America." *Harvard Business Review* 82, no. 2 (February 2004); 14

Shortly after it was formed in 1948, the World Council of Churches put heavy emphasis on engaging all baptized people in the ministry of the church. The intent was to create a world wide community morally equipped to prevent the institutional evil and atrocities witnessed in World War II. Addressing the Council in 1994, Conrad Razor noted that the laity had almost disappeared from ecumenical discussions, but in the previous generation, empowering the laity was THE ecumenical agenda.

Feedback

We would appreciate your thoughts and suggestions regarding this "current focus." You may visit our interactive "Feedback" section on the Congregational Resource Guide's Web site. The url: <http://www.congregationalresources.org/LayMin/Feedback.asp>.

Alternatively, you may photocopy this page, complete it, and send it to us:

The Congregational Resource Guide
Research Department
The Alban Institute
2121 Cooperative Way, Suite 100
Herndon, VA 20171

Thank you; we look forward to hearing from you!

Your name:

Email Address:

Are you (*circle one*): Clergy Lay Leader Other (please specify)

May we post your comments in the "Quick Quotes" section of our "Lay Ministry" Web site? If so, may we include you name?

What are you thoughts about lay ministry—both in general and in your particular congregation?

What resources on lay ministry would you like to see included in the Congregational Resource Guide?

What questions do you have for us (the Research team at Alban)?

What are your suggestions for our "Lay Ministry" Web site or this report?

Resource Index

Here is an alphabetical index of all resources listed in our "Lay Ministry" Web site and in this report. Underneath each resource is a list of those topics ("volunteer management," "equipping congregations," "collaboration with clergy," "congregational life," and "personal ministry") to which the resource applies. Go to the "recommended resources" section under each topic for further information.

We hope you'll find this index helpful as you select the resources you need.

The Active Life: A Spirituality of Work, Creativity, and Caring (Book)

Topic: Personal Ministry

After Sunday: A Theology of Work (Book)

Topic: Personal Ministry

Avodah Institute (Organization)

Topic: Personal Ministry

Becoming Barnabas: The Ministry of Encouragement (Book)

Topic: Congregational Life

A Call to Collaborative Ministry (Media)

Topic: Collaboration with Clergy

The Center for Baptismal Living (Organization)

Topic: Congregational Life

Centered Life (Organization)

Topic: Congregational Life

Church-going Insider or Gospel-carrying Outsider?: A Different View of Congregations (Book)

Topic: Congregational Life

Coalition for Ministry in Daily Life (Organization)

Topic: Personal Ministry

The Continuing Conversion of the Church (Book)

Topic: Congregational Life

Created and Called: Discovering Our Gifts for Abundant Living (Book)

Topic: Equipping Congregations

Creating a Volunteer-Friendly Church Culture (Book)

Topic: Volunteer Management

Discerning Your Spiritual Gifts (Book)

Topic: Equipping Congregations

Discipleship Essentials: A Guide to Building Your Life in Christ (Book)

Topic: Congregational Life

Discovering God's Vision for Your Life: You and Your Spiritual Gifts (Book)

Topic: Equipping Congregations

The Effective Management of Volunteer Programs (Book)

Topic: Volunteer Management

Energize, Inc. (Organization)

Topic: Volunteer Management

Equipped for Every Good Work: Building a Gifts-Based Church (Book)

Topic: Equipping Congregations

The Equipping Church: Serving Together to Transform Lives (Book)

Topics: Equipping Congregations, Collaboration with Clergy

The Equipping Church Guidebook (Book)

Topics: Equipping Congregations, Collaboration with Clergy

The Equipping Pastor: A Systems Approach to Congregational Leadership
(Book)

Topics: Equipping Congregations, Collaboration with Clergy

Faith at Work (Organization)

Topic: Personal Ministry

Forgetting Ourselves on Purpose: Vocation and the Ethics of Ambition (Book)

Topic: Personal Ministry

Forum for Faith in the Workplace (Organization)

Topic: Personal Ministry

Full-Time Christians: The Real Challenge from Vatican II (Book)

Topic: Congregational Life

Getting A Life: How to Find Your True Vocation (Book)

Topic: Personal Ministry

The Gospel and Our Culture Network (Organization)

Topics: Congregational Life, Personal Ministry

Hearing with the Heart: A Gentle Guide to Discerning God's Will for Your Life
(Book)

Topic: Personal Ministry

How to Take Care of You . . . So You Can Take Care of Others (Book)

Topic: Volunteer Management

In It for the Long Haul: Building Effective Long-term Pastorates (Book)

Topics: Volunteer Management, Collaboration with Clergy

Intersarsity: Ministry in Daily Life (Organization)

Topic: Personal Ministry

Let Your Life Speak: Listening for the Voice of Vocation (Book)

Topic: Personal Ministry

Letting Go: Transforming Congregations for Ministry (Book)

Topics: Equipping Congregations, Collaboration with Clergy, Congregational Life

Living on the Border of the Holy: Renewing the Priesthood of All (Book)

Topic: Congregational Life

Making God Real for a New Generation: Ministry with Millennials Born from 1982 to 1999 (Book)

Topic: Equipping Congregations, Personal Ministry

Ministry in Daily Life: A Practical Guide for Congregations (Book)

Topic: Congregational Life

Ministry in Daily Life (Web Resource)

Topic: Personal Ministry

Our Gifts: Identifying and Developing Leaders (Book)

Topic: Equipping Congregations

Planning It Safe: How to Control Liability and Risk in Volunteer Programs (Book)

Topic: Volunteer Management

The Power of Asset Mapping: How Your Congregation Can Act on Its Gifts (Book)

Topic: Equipping Congregations

Practicing Our Faith (Web Resource)

Topic: Equipping Congregations

Practicing Our Faith: A Way of Life for a Searching People (Book)

Topic: Equipping Congregations

Reclaiming the Church: Where the Mainline Church Went Wrong and What to Do About It (Book)

Topic: Congregational Life

Recovering the Sacred Center: Church Renewal from the Inside Out (Book)

Topic: Congregational Life

Reflecting with God: Connecting Faith and Daily Life in Small Groups (Book)

Topic: Congregational Life

Sharing the Ministry: A Practical Guide for Transforming Volunteers into Ministers (Book)

Topics: Equipping Congregations, Collaboration with Clergy

Supporting Christians at Work: A Practical Guide for Busy Clergy (Booklet)

Topic: Personal Ministry

Unfinished Business: Returning the Ministry to the People of God (Book)

Topic: Congregational Life, Personal Ministry

Volunteer Management Associates (Organization)

Topic: Volunteer Management

Volunteer Management Capacity in America's Charities and Congregations: A Briefing Report (Report)

Topic: Volunteer Management

The Volunteer Recruitment (and Membership Development) Book (Book)

Topic: Volunteer Management

Volunteers: How to Get Them, How to Keep Them (Book)

Topic: Volunteer Management

What You Do Best in the Body of Christ (Book)

Topic: Personal Ministry

When the Members Are the Missionaries: An Extraordinary Calling for Ordinary People (Book)

Topic: Congregational Life

Why You Can't Be Anything You Want to Be (Book)

Topic: Equipping Congregations

Workplace Spirituality (Web Resource)

Topic: Personal Ministry

Yale Center for Faith and Culture (Organization)

Topic: Personal Ministry

Denominations

In definition and practice, denominations understand lay ministry differently. As you review your understanding, we encourage you to explore interpretations from other denominations and faith traditions. When an organization does not have a specific doctrine related to lay ministry, we've listed links to related articles or information. Visit the "Denominational Links" section of our "Lay Ministry" Web site at this url: <http://www.congregationalresources.org/LayMin/Denominations.asp>. If you would like to add a denominational reference not listed, please contact us using the feedback feature.

American Baptist: <http://www.abc-usa.org/resources/resol/ordain.htm>

Episcopal Church USA

All are Ministers through Baptism:

http://www.episcopalchurch.org/1521_33254_ENG_HTM.htm

Ministry in Daily Life (co-sponsored with the ELCA):

<http://jardigitalworks.com/mdl/>

Evangelical Lutheran Church in America (ELCA)

Ministry in Daily Life (co-sponsored with the Episcopal Church):

<http://jardigitalworks.com/mdl/>

Ministry in Daily Life (Office of Ministry):

<http://www.elca.org/dm/midl/ministry.html>

New Theological Implications of Lay Ministry:

http://www.elca.org/dm/midl/theology_link3.html

Priesthood of the Baptized:

http://www.elca.org/jle/articles/biblical_theological/article.lazareth_william_part3.html

House Churches

Ordination: <http://www.hccentral.com/gkeys/ordain.html>

Definition of Mission: <http://www.hccentral.com/gkeys/mission.html>

Lutheran—Missouri Synod

Belief and Practice: <http://www.lcms.org/pages/internal.asp?NavID=112>

Use of Spiritual Gifts:

<http://www.lcms.org/graphics/assets/media/CTCR/spiritgifts.pdf#xml=http://www.lcms.org/ca/search/dtsearch.asp?cmd=pdfhits&DocId=801&Index=F%3a%5cnetpub%5cwwwroot%5clcmsorg%5cdb%5csearch%5clcms&HitCount=4&hits=782+916+61d9+61f5+&hc=292&req=laity>

Judaism

Lay Rabbinate:

http://www.courier-journal.com/cjextra/2004projects/empty_pulpits/day2/A5-rabbi.html

Judaic Studies Program Advanced Learning for Jewish Laity:

<http://www.huc.edu/about/center-ny.shtml>

Orthodox Church in America:

http://www.oca.org/pages/min_orgs/Resource-Handbook/Theology-of-Lay-Ministries/

Presbyterian Church USA

The Priesthood of Believers:

<http://www.pcusa.org/today/believe/past/mar04/priesthood.htm>

About Work:

<http://www.pcusa.org/today/archive/believe/wpb0005.htm>

Baptism:

<http://www.pcusa.org/today/archive/believe/wpb9506.htm>

National Volunteers Office:

<http://www.pcusa.org/nvo/>

Commissioned Lay Pastors:

<http://www.pcusa.org/clp/index.htm>

Roman Catholic

Decree on the Apostolate of the Laity:

<http://www.christusrex.org/www1/CDHN/v6.html>

The Catechism on the Lay Faithful:

<http://www.christusrex.org/www1/CDHN/church4.html#LAY>

The Lay Vocation and Voice of the Faithful:

<http://www.votf.org/Press/votfnews/ancw.html>

Pope John Paul's Address on Participation of the Laity in Priestly Ministry:

<http://www.ewtn.com/library/PAPALDOC/JP2LAIITY.htm>

Essay on the Hour of the Laity:

<http://www.firstthings.com/ftissues/ft0211/articles/glendon.html>

Additional Documents:

<http://www.sfs.edu/lfpdocs.html>

Southern Baptist: <http://www.sbc.net/aboutus/pspriesthood.asp>

Unitarian Universalist

Shared Ministry:

<http://www.uua.org/polity/sect9.htm#anchor903040>

Lay Leadership for Various Topics:

<http://www.uua.org/programs/layleader/faq/index.php3>

United Church of Christ: <http://www.ucc.org/aboutus/constitution.htm#MINISTRY>

Affirming Commissioned Ministry: <http://www.ucc.org/synod/resolutions/res24-3.pdf>

United Methodist

The Ministry of All Christians: <http://www.umc.org/interior.asp?mid=1620>

Looking for a denominational Web site not listed? Please refer to the
"**Denominations**" page hosted by the Hartford Institute for Religion Research.
http://www.hartfordinstitute.org/org/faith_denominations_homepages.html