

Appendix A Bishop

Related interview and survey responses for bishop

Presbytery is or Presbytery is like:

An organization whose staff is interested in salary and has not spiritual passion
Useless organization; Element of exhaustion on the part of pastors; doesn't relate to regular congregational members; nebulous governing body; facilitator of finding pastor; Turtle, very slow. ruling body, leadership and direction to area churches, communication source, obstructionist, too political, a power struggle, Overseer—towards a certain agenda, Big Brother, an Obstacle still driven by the Presbytery Center 90% of the committee + meetings occur in Presbytery Building, people still casually walk in for a chat, trying to survive in this century, An organization whose staff is interested in salary and has not spiritual passion, Useless organization Do not think NJ needs seven Presbyteries – three would be sufficient, If there are answers, will anything come of them?, government, doesn't relate to regular congregational members nebulous governing body, collector of head tax, all that I know comes through a few members active in Presbytery, Turtle, very slow, Leadership position different churches under Presbytery, Reminds me of the Catholic church before the Reformation, big brother, "There is great anxiety because of declining resources and declining membership, a rudderless ship, someone who has to have its hands on everything a Dr. NO!

Most Important Thing Should be Doing

Help congregations that are struggling to keep their doors open; Send out email- newsletter to update churches on activities of presbytery; Make website less cumbersome to navigate; Work toward integrating the various parts of the Presbytery; TASK a particular person to assist churches to be vital in their community; Open communication with small churches as well as big churches; They say yes but no follow-up; Financial problems; Pension presbytery letter required; Want to cancel Pastors pensions; Need letter from presbytery and they have not followed up; Emphasize that the church has to spend money unnecessarily because they are slow to respond; PCUSA laws the church has to provide for the pastors for one year even if not a pastor; Say that we are brothers but difficult to work with the Presbytery; Talking with Church on the Green; They want to keep the building (C on the Green); Presbytery could negotiate; Complex presbytery; Actively PASS ON Resources that will help churches grow spiritually and physically, education and to inform of PC(USA) matters - understand issues and requirements The Presbytery should be fulfilling its prime role according to the Book of Order : “to develop strategy for the mission of the church in its area consistent with G-3.000” (G-11.103). In). G-3.0300 we read the first action item of the church’s mission: “The Church is called to tell the good news of salvation by the grace of God through faith in Jesus Christ as the only Savior and Lord. . . .”

Do Well

make rules; pie charts and graphs; keeps churches informed about GA issues; supply ministers to smaller congregations; give financial help to ministers; give financial help for emergencies and transitions; Managing polity process; Meetings in good order; Per Capita; Helping look over session minutes; Works well at nurture; e.g. the Committee on Preparation for Ministry ; Tries to work bottom up (few holes yet); Does well in attendance at committee meetings; Thinks it does a good job of selling property, but doesn't; In the tiny efforts at moving people technologically forward; Attempts made in training for elders/deacons, treasurers; Sets minimum wage for pastors' work; Don't know—close churches? Slap wrists?; Bad experience; Bad memory; Roberts Rules of Order; Meetings are ordered and timely; Web site a problem, had a return call to help prepare for the meeting. (Website needs for updating); packet is too large for the local church to copy everything for all on session, make rules, keeps churches informed about GA issues, supply ministers to smaller congregations give financial help to ministers, give financial help for emergencies and transitions, Managing polity process, Meetings in good order, Per Capita, Helping look over session minutes, Tries to work bottom up (few holes yet), Does well in attendance at committee meetings, Shows passion to resolve issues, Thinks it does a good job of selling property, but doesn't, Sets minimum wage for pastors' work , Don't know—close churches? Slap wrists?, The organizational structure of the Presbytery meetings follows its schedule and time well.

Could do better

cut down on paper work requirements; leading change; Clarifying tasks and roles for staff and committee members; Giving participants reason to trust one another; Getting over the power play among participants; Listening to requests and not just reacting; To Stretch flexibly where possible rather than be tight and rigid; responsible to turn around downward spiral; Presbytery meeting; small church is done/closed - [sic even though]when people have worked a long time and loyalty to the church, Fulfill the above mandate in a clear, consistent and expansive program of evangelism within the borders of the presbytery. Referring to book of order mandate in G-11.103, Communicating with one another— 2 way flow (while the Presbytery office should be the primary initiator, the responsibility should be shared with pastors, Communicating with congregations about the way Mission \$ are used, Helping pastors who are in the trenches —via pastor support activities Getting over the power play among participants, AT Increasing the intensity of advocacy --right now they hinder, they should figure out how to help, feel more resignation in Presbytery leadership issue - not staff but all of us

Future Calling

There is hope for change; We see Presbytery even more and supporting the younger generation to form their own church; Our church has a vision with the next generation and we ask the Presbytery to support us; well recognized; Merge Presbyteries

Accurate Reflection of Presbytery (From November Presbytery meeting)

deaf to concerns, cold war with lack of trust, absent parent, broken switchboard, faceless, hungry dog, puppeteer, dawdling child, in transition, leadership transition, invisible, individuals effective as reps of presbytery but ineffective presbytery, road blocks, stuck in mud, irrelevant, unawareness of pew-sitter to what presbytery is, ill will - bad feelings at meetings, trust - matter of trust, voice of leadership - listening and learning, two headed monster, trapped in a burning building, untapped energy, Congregational negative feedback - Dr. NO - when questions were asked, Didn't know what presbytery is or was - will not read 80 page document, continuous reorganization projects indicates a problem that we do not know how to fix, seriously considers merger with adjacent Presbyteries, considers how mission dictates the budget works to be relevant and not like a useless county government, Presbyteries will focus on joint intentional meetings: e.g. GA commissioners all met together to prepare for GA, When Presbyteries collaborate more we ask: do we need 8 of everything in New Jersey?, New Jersey Presbyteries merge into three: a Northern, Southern, and Central one', No Presbytery, We need less Presbytery meetings, Merge Presbyteries.

Future Metaphors (From November Presbytery Meeting)

mother hen, good parent, energize rabbit, knight in shining armor, efficiency expert, broker of resources, Hot air balloon, wise parent, hub, respected, teacher, \$\$, exist for churches, watchdog-assist congregations proactively toward financial health, wireless but connected, need for local churches to face changes, re-mapping, re-structure

Appendix B Body of Christ

Presbytery is or is like

communication source; None of us go to their meetings; an absent parent- Support from Presbytery isn't there. Suburban areas are left out and are step children. Eg Paul Boger came in 2006 and has not had a tri annual review. Presbytery is unaware of local church COM.; An organization whose staff is interested in salary and has not spiritual passion; Useless organization; not helping churches to survive; Do not think NJ needs seven Presbyteries – three would be sufficient; If there are answers, will anything come of them?; Element of exhaustion on the part of pastors; doesn't relate to regular congregational members; nebulous governing body; melting pot of churches; connection to Clinton Ave - health and life in our congregation; mosaic with big pieces and small pieces and sharp pieces; See it as an umbrella; A spider in a web; Tossed salad—not everything is covered by salad dressing; Tiffany stained glass window—the pieces together create a beautiful work of art, one image; A tree with all these branches Some branches are green and then there is a dry one; Not as much unity as I thought there would be; limited elder involvement; last I heard was when I joined church; all that I know comes through a few members active in Presbytery, “Conflicted”, spiritual guidance, None of us go to their meetings, trying to to discover ways to go , an absent parent- Support from Presbytery isn't there. Suburban areas are left out and are step children. Eg Paul Boger came in 2006 and has not had a tri annual review. Presbytery is unaware of local church COM, Not following Book of Order. Haven't tried to cross languages and ethnic groups. Synod and Presbyteries want to keep everything quiet. Churches are struggling, not helping churches to survive., Presbytery is a governing body for the churches, melting pot of churches, last I heard was when I joined church, limited elder involvement, connection to Clinton Ave - health and life in our congregation, mosaic with big pieces and small pieces and sharp pieces, Fighting children: “I'd rather walk on fire than get on a Presbyterian Board.”

Most Important thing should be doing;

direction and future planning for churches; education and to inform of PC(USA) matters - understand issues and requirements; Uniting in Christ, Providing Common Goal—vision of what we Presbyterians are doing; Building vision—fomenting community effectiveness; Supportive of each other; Better communication; Better use of technology; Sharing programs; Building Bridges; Conceptually and literally improve outgoing information process to help congregations grow and go outward themselves; Create unity; Promote a sense of community among the churches; Society –people are so busy. Must be sensitive to being over- programmed; Work toward integrating the various parts of the Presbytery; Actively PASS ON Resources that will help churches grow spiritually and physically; TASK a particular person to assist churches to be vital in their community ; build community with other people of faith; build connections - where and how - work team presentations instead of just written reports; share ministries that we have a heart to be doing; Open communication with small churches as well as big churches; They say yes but no follow-up; Financial problems; Pension presbytery letter required; Want to cancel Pastors pensions; Need letter from presbytery and they have not followed up; Emphasize that the

church has to spend money unnecessarily because they are slow to respond; PCUSA laws the church has to provide for the pastors for one year even if not a pastor; Say that we are brothers but difficult to work with the Presbytery; Need space; Talking with Church on the Green; They want to keep the building (C on the Green); Presbytery could negotiate; Growing and the Presbytery needs to support us; 39 Churches to get together to praise the Lord. Get churches together and focus on how to do that; Complex presbytery; Should be prayer more; Send out email- newsletter to update churches on activities of presbytery; Make website less cumbersome to navigate, Providing Common Goal—vision of what we Presbyterians are doing, Building vision—fomenting community effectiveness, Building Bridges, Get in touch with the congregations not make congregations support Presbytery, Work together to support one another –not make congregations support Presbytery, Put differences aside and focus on foundational issues, Conceptually and literally improve outgoing information process to help congregations grow and go outward themselves, Create unity, Promote a sense of community among the churches, Society –people are so busy. Must be sensitive to being over- programmed, Help congregations that are struggling to keep their doors open, Send out email- newsletter to update churches on activities of presbytery, Make website less cumbersome to navigate, Work toward integrating the various parts of the Presbytery, Actively PASS ON Resources that will help churches grow spiritually and physically, mission- offering and coordinating mission, build community with other people of faith, try to work with congregations in trouble - find out where congregations are struggling and need help going forward, build connections - where and how - work team presentations instead of just written reports, share ministries that we have a heart to be doing.

Could Do Better

Communication; serving the poor; connecting to congregation; listening to congregations; Communication; Building vision—fomenting community effectiveness; Supportive of each other Better communication; Better use of technology; Sharing programs; Building Bridges; Cooperating; Showing congregations its relevance; Utilizing persons with expertise, experience & fundamental understanding for Human Resource; Communicating with one another– 2 way flow (while the Presbytery office should be the primary initiator, the responsibility should be shared with pastors; Building relationships “everyone does not know one another”; Helping congregations feel they are a part of the Presbytery WHEEL; Providing inspiration—develop synergies among participants; Structuring actual Presbytery meetings toward a greater connection among participants; AT Communicating to the Sessions of all the churches each month ---resources and plans of action; lots of things; feel more resignation in Presbytery leadership issue - not staff but all of us; in/out group; responsible to turn around downward spiral; partnership in search process - ministry v. obligation; partnership for discernment; more joyful; Space; Communication; Interaction; No impression, no comment; Bring commonality together—Jesus Christ—our common denominator; Encourage churches to work and fellowship together; cooperative ministry; lot of people and a lot of help for big churches; Exchange elders; ask elders from other Presbyterian churches to be part of each other’s services; AT Being More transparent and less worried about RULES and MORE about PEOPLE, Communication, assistance, connecting to congregation, Communication, Uniting in Christ

Providing Common Goal—vision of what we Presbyterians are doing, Building vision—fomenting community effectiveness, Supportive of each other, Better communication Better use of technology, Sharing programs, Building Bridges, Cooperating; Showing congregations its relevance, Giving participants reason to trust one another, Building relationships “everyone does not know one another”, Helping congregations feel they are a part of the Presbytery WHEEL, Helping congregations to value their assets; (if small—benefit from it), Helping congregations realize their reason for being: mission/ministry, Listening to requests and not just reacting To Stretch flexibly where possible rather than be tight and rigid, Finding out how congregations can be motivated to grow and go outward, Structuring actual Presbytery meetings toward a greater connection among participants, Be mission- focused, Clearly spell out its mission and let congregations know, AT Being More transparent and less worried about RULES and MORE about PEOPLE, AT Communicating to the Sessions of all the churches each month ---resources and plans of action, in/out group, no real change even though structure changed - nothing new, very slow to step into failing situations - could be more proactive and act sooner, responsible to turn around downward spiral, creative intervention partnership in search process - ministry v. obligation, more joyful

Do Well

Provides for fellowship and interaction among its members; Demonstrates effort to want to work well together; Bad experience; Need leadership change; Survey is good idea and a positive thing. Had a good relationship with Washington; Communication. Use multiple forms of communication, not just online communication; suburban-urban churches network be involved. Work together. large churches can run a program to help us to be involved in our urban community; Training Sessions well done; Bad memory, Provides for fellowship and interaction among its members, Demonstrates effort to want to work well together

Future Calling

exchange ideas; Serving as witness to God’s redeeming love and the power of love to energize and connect in specific communities and build communication between those centers; that celebrates the reality of the “heart blood” of every member; Presbyteries will focus on joint intentional meetings: e.g. GA commissioners all met together to prepare for GA; There is hope for change; We need less Presbytery meetings; Presbyterian more mature that was the goal of Sam Moffett. Lost the “color” Diluted.; Use more non- salaried volunteers; Merge Presbyteries Where people meet one another in a more relaxed way and share mutual respect ; Where people actually feel as if they are ONE CONGREGATION; It begins in a setting where and when these Presbyterians and their guests walk into the meeting room, and at that instant, they know they belong; We all need to loosen the belt a bit . . . "; being more supportive and joyful; broad not isolated - inclusive and connecting; facilitate tough connectionism; learn together and work together instead of fight over money; We see Presbytery even more and supporting the younger generation to form their own church; Our church has a vision with the next generation and we ask the Presbytery to support us; Presbytery should be like mega-church and communicate

better; we should be seen as a family; Global Mission Partnerships; We (Pby) are all different rays, different lights, one bright light together to share with everybody; God sees us *all* as God's children. As one. We will always have sibling fights but we can do great things to blossom; help others with church school and youth ministry in declining congregations; Presbytery takes time to listen to God. Develop a capacity to do so, work on ecumenical basis to help the city, social networking, The future of Newark Presbytery is very uncertain as we seem to be closing more and more churches, Work together, Build community with other people of faith, Serving as witness to God's redeeming love and the power of love to energize and connect in specific communities and build communication between those centers, Nexus of community, provides the opportunities for people to faithful to a common faith although they serve an uncommon Savior, invites its members to be on the cutting edge of transformation as they share the gospel of God's love for all the world, that is unified as its members- act on what God is calling all of us to do in the various ministries of outreach, finds ways in which congregations and individuals are inspired to share in Inter-church gatherings, that celebrates the reality of the "heart blood" of every member, People walking across the street from their church to find others to share in the spirit of agape love-joint ministries (of nurture), In order to "compete" in a world that is changing so fast We ask: Will Presbytery survive? Can it possibly thrive: No future when people are stuck on themselves, There is hope for change, Presbyterian more mature that was the goal of Sam Moffett. Lost the "color" Diluted, Where people meet one another in a more relaxed way and share mutual respect, Where people actually feel as if they are ONE CONGREGATION, It begins in a setting where and when these Presbyterians and their guests walk into the meeting room, and at that instant, they know they belong, And together in God's grace, they can loosen the bonds of rigidity, We all need to loosen the belt a bit . . . ", being more supportive and joyful, broad not isolated - inclusive and connecting, facilitate through connectionism, learn together and work together instead of fight over money, reaching out to kids in ministry

Accurate Reflection (From November Presbytery Meeting)

feeling more welcome and uplifted at a church that was visited than home church is this presbytery wide or cultural, insensitive process oriented machine lacking connection to constituent congregations, talk about connected but not living that out, us.v. them, have to tapped into strength of connections, disconnect, smaller churches - first three metaphors, larger churches supporting smaller churches, classes before joining church - training , no cohesiveness - dysfunctional family coming from changes since spit - committees not teams, churches fighting for their lives - disappointed at Presbytery comes out of local discouragement, no common focus - still church based, 80% of metaphors reflect a communication problem - 2 way issues - no real sharing, find a way to connect website to church websites and make it easier to use, in all metaphors word enabler is missing - churches should be able to go to Presbytery and ask for support, Perhaps presbytery doesn't know needs of churches because of great diversity, voice of leadership - listening and learning, two headed monster, trapped in a burning building, untapped energy, Congregational negative feedback - Dr. NO - when questions were asked, Didn't know

what presbytery is or was - will not read 80 page document, continuous reorganization projects indicates a problem that we do not know how to fix

Future Metaphors (From November Presbytery Meeting)

part of church family but don't feel part of presbytery family, family reunion, unity of purpose, cross cultural community representing the cross, battery connected to God, membership connected to body, tree deep rooted in fertile soil lifting its branches to God, Big tent, magnifying and focusing lens gathering light from every congregation to shine on the world, rainbow that reflects and supports the full spectrum of our diversity, merge with other presbyteries, family – congenial, team of disciples, big brother/sister - source of advice, love and guidance, loving family, bridge building, trusting fellowship, caring fellowship, unity in diversity, breaking barriers, focused sports team, welcoming partner, need for some sort of small church advisory ,youth development, not offering options instead of close, connection - opportunity because nixed moves to better chance to grow and complement each other connecting in spirit not things, mechanism for connections, merge with Palisades and Elizabeth, regional churches, alliances, refuge for the community, 2 way communication between churches and presbytery, enhanced denominational support, churches seem to be intentional about their involvement, control our own destiny as individual churches - work together, partnership, learn from past experiences through communication

Appendix C Minister

Presbytery is or is like

An organization whose staff is interested in salary and has not spiritual passion; Not following Book of Order; Haven't tried to cross languages and ethnic groups; Synod and Presbyteries want to keep everything quiet; Churches are struggling; not helping churches to survive; facilitator of finding pastor; Her opinion that in regard to Gay issues etc., it is not; tree branch analogy -Presbytery seems to work fine here, not there; Absent in the most part of time The Invisible Man; Sailboat, slipping away. Sailing across the ocean until it goes across the horizon and can no longer be seen, Don't know what they do, They do things in the same way, an untapped resource, behind the times, beleaguered, Element of exhaustion on the part of pastors, facilitator of finding pastor, Kindergarten, the blind man Bartimaeus – sitting on the roadside– stuck, dis-connected & ineffective even though individuals in committees try to do good work

Most Important thing should be doing

The Presbytery should be fulfilling its prime role according to the Book of Order : “to develop strategy for the mission of the church in its area consistent with G-3.000” (G-11.103). In). G-3.0300 we read the first action item of the church's mission: “The Church is called to tell the good news of salvation by the grace of God Human Resource enough faith in Jesus Christ as the only Savior and Lord. . . .”; Most people within the bounds of Newark Presbytery have no idea what the gospel is; Educate the congregations as to who we are; mission- offering and coordinating mission; try to work with congregations in trouble - find out where congregations are struggling and need help going forward; share ministries that we have a heart to be doing; Should focus more on the minority churches rather than white, equal importance given to both; Need space; Growing and the Presbytery needs to support us; we may be small in number but we are **big** in spirit; Disheartened; Pain for our presbytery, Assist the congregations to do ministry in their own context , Educate the congregations as to who we are, TASK a particular person to assist churches to be vital in their community, learn something I did not know

Could Do Better

more service oriented; more contact outreach; Fulfill the above mandate in a clear, consistent and expansive program of evangelism within the borders of the presbytery. Referring to book of order mandate in G-11.103; Finding out how congregations can be motivated to grow and go outward; Be mission- focused; Organize more worship, fellowship type meetings and less business meetings; AT Communicating to the Sessions of all the churches each month --- resources and plans of action; lots of things; no real change even though Structural changed - nothing new; very slow to step into failing situations - could be more proactive and act sooner; creative intervention more joyful; encouragement; No impression, no comment; Do not feel impact from the Presbytery locally. never have had presbyter come to worship with congregation; "got cha" rather than "I got your back"; Bethel has 36 members; just a dot on map; feels Elmwood is the only church people refer to East Orange, not Bethany; hierarchy not seen at church for 2 years; Support each of its churches regardless of size (“all one in God's name”);

show compassion -very angry about the way First Orange Church was closed - I saw a woman crying; Give support to immigrant churches, more service oriented, more hands on and helpful with immediate issues like mission evangelism, membership, local concerns, Educating/Training, Utilizing persons with expertise, experience & fundamental , understanding for human resources, Clarifying tasks and roles for staff and committee members, Providing inspiration—develop synergies among participants, Requiring sessions to insist on greater elder participation, Organize more worship, fellowship type meetings and less business meetings, lots of things, too polite

Do Well

Shows concern for mission and outreach; Bad experience; Bad memory; Need leadership change Counter the experience of small churches being “phased out.” , Works well at nurture; e.g. the Committee on Preparation for Ministry , Shows concern for mission and outreach, In the tiny efforts at moving people technologically forward , Attempts made in training for elders/deacons, treasurers, Training Sessions well done

Future Calling

work on ecumenical basis to help the city; understanding the most immediate spiritual needs of our communities; Opportunities for showing God’s love; Families use church as a place of peace Nexus of community; invites its members to be on the cutting edge of transformation as they share the gospel of God’s love for all the world; that is unified as its members- act on what God is calling all of us to do in the various ministries of outreach; finds ways in which congregations and individuals are inspired to share in Inter-church gatherings; People walking across the street from their church to find others to share in the spirit of agape love—joint ministries (of nurture). There is hope for change; And together in God's grace, they can loosen the bonds of rigidity.; We all need to loosen the belt . . . "; help others with church school and youth ministry in declining congregations; learn together and work together instead of fight over money; reaching out to kids in ministry; The Lord has called the Presbytery and charge the Presbytery to that task. Rise up to perform the commission; Mentorship program is the kind of thing that they should be doing, to help young people stay in school. (Pilot program); Church should be part of the community and not in close; we want a pat on the back for what we do well; things that really touch a person; Presbyterian Women do very good things; Mission to strengthen outreach programs; Follow God's rules for mission, helping the hungry people but also to encourage pastors and churches to preach the Gospel to non-Christians in our cities. following from where we are to where God is leading in effectiveness, greater involvement and cooperation among various ethnic church groups to help each other in special needs, Thaw the frozen chosen, Transition into the 21st century—provide answers to life’s difficult problems, does not enervate itself by resisting change for the better, Use more non- salaried volunteers, help others with church school and youth ministry in declining congregations, following from where we are to where God is leading in effectiveness

Accurate Reflection (From November Presbytery Meeting)

uncertain future on our own, mission field

Future Metaphors (From November Presbytery Meeting)

revved up engine to get started on mission -needs fuel to continue revving, forward thinking people and mission oriented, strong rock to build a strong ministry, uncertain future on our own, mission field

Appendix D Prophet

Presbytery is or is like

Has the ability to make a change in Essex County; Her opinion that in regard to Gay issues etc., it is not, a Black Hole

Most Important Thing Should be Doing

Need space; Growing and the Presbytery needs to support us. Educate the congregations as to who we are; Educate the congregations as to who we are; mission- offering and coordinating mission, try to work with congregations in trouble - find out where congregations are struggling and need help going forward; Should focus more on the minority churches rather than white, equal importance given to both. , Most people within the bounds of Newark Presbytery have no idea what the gospel is

Could Do Better

Communicating with congregations about the way Mission \$ are used; Requiring sessions to insist on greater elder participation; Be mission- focused; Clearly spell out its mission and let congregations know; lots of things; no real change even though Structural changed - nothing new; Night out has 500 com including elected officials; church served 500 people for Thanksgiving, serving the poor, partnership for discernment

Do Well

Seeks prophetic witness and social justice; Shows passion to resolve issues; Training Sessions well done, Seeks prophetic witness and social justice

Future Calling

greater involvement and cooperation among various ethnic church groups to help each other in special needs; social networking; There is hope for change; Merge Presbyteries; help others with church school and youth ministry in declining congregations; Addressing hunger and homelessness, the least of these; Lead a revolution...in the community, not the four walls; mission - helping others in need such as disasters; well recognized; There are people who stop by and have nothing to eat. We go in the kitchen and get something, and people are thankful;

reaching out to kids in ministry; Mission to strengthen outreach programs, understanding the most immediate spiritual needs of our communities, need a revitalization of basic Biblical preaching, evangelism and prayer, Opportunities for showing God's love, Families use church as a place of peace, reality is hitting in decline of presbytery and churches

Accurate Reflection (From November Presbytery Meeting)

earthmover stuck in idle, detached indifference , unlimited potential, mission field, lack of focus as a church, Burning building - If I cannot escape, I will be destroyed, mosaic – positive, unlimited potential

Future Metaphors (From November Presbytery Meeting)

insightful - do we mean **insightful**?, innovative, growth oriented blooming garden, refreshing spring, green grass on other side of fence, oscillating sprinkler, Empty tomb of rebirth as a new church, fruitful garden - opportunities to cross pollinate like today's meeting, visible in an effective way, sailboat - puffs and strong winds ok for changing times, fountain, green house, phoenix, beacon, empty tomb - a new church beyond graveyard, light at the end of the tunnel, look forward - can't change the past, difficult to focus on future, creative

Appendix E Shepherd

Presbytery is or is like

leadership and direction to area churches; to assist churches; spiritual guidance; overseer to assist, consult, advise, available without being dogmatic; Not following Book of Order. Haven't tried to cross languages and ethnic groups. Synod and Presbyteries want to keep everything quiet. Churches are struggling; not helping churches to survive; Element of exhaustion on the part of pastors.; Father not present; Absent in the most part of time; a sign over a well in a desert. Sign says "water" but well is dry; the blind man Bartimaeus – sitting on the roadside–stuck; The Invisible Man; so diverse that it is difficult to shepherd - more diverse than most, to assist churches, overseer to assist, consult, advise, available without being dogmatic, dysfunctional, not good at caring for one another, dysfunctional, a bull's eye, always comes through pastor, so diverse that it is difficult to shepherd - more diverse than most, elder brother who loves the younger brother for guidance, the 19th century, Dysfunctional family, Discipline-focused parent

Most Important Thing Should be Doing; Educating/Training; Assist the congregations to do ministry in their own context ; Be a resource to the congregations–heartbeat in congregations; Get in touch with the congregations not make congregations support Presbytery; Work together to support one another –not make congregations support Presbytery; Put differences aside and focus on foundational issues; Help congregations that are struggling to keep their doors open Work toward integrating the various parts of the Presbytery; Actively PASS ON Resources that will help churches grow spiritually and physically; TASK a particular person to assist churches to be vital in their community; Need space; Growing and the Presbytery needs to support us; Should be the force that leads in Evangelism Positive things to help us; Should be helping to support the churches rather than shut them done. strengthening church locally to encourage members; Could help small churches because the presbytery has enough money to do it; It could visit churches and to listen to the leadership; try to work with congregations in trouble - find out where congregations are struggling and need help going forward; share ministries that we have a heart to be doing; concentrating on Big churches; learn something I did not know, direction and future planning for churches, Supportive of each other, Better communication, Sharing programs, Educating/Training, Be a resource to the congregations–heartbeat in congregations

Could Do Better

too polite; assistance; more hands on and helpful with immediate issues like-mission evangelism, membership, local concerns; place more emphasis on young people; mentoring congregation care for pastors better; Uniting in Christ; Providing Common Goal—vision of what we Presbyterians are doing; Educating/Training; Helping congregations to value their assets; (if small–benefit from it); Helping pastors who are in the trenches —via pastor support activities Helping congregations realize their reason for being: mission/ministry; lots of things; creative intervention; more joyful; Presbytery meeting; help small churches, not forget them; Organize more worship, fellowship type meetings and less business meetings; no real change even though Structural changed - nothing new; very slow to step into failing situations - could be more proactive and act sooner;

partnership for discernment; More support resources; Training, place more emphasis on young people, leading change, listening to congregations, mentoring congregation, care for pastors better

Do Well

provides learning opportunities; Certain folks, though, are not proficient; they should not be forced not to get what is going on; If you want others to do this, train us, and give us multiple opportunities to learn; Strategic Plans developed earlier were not followed through, provides learning opportunities

Future Calling

assist and guide churches under its care towards recognition of God's mission for God's church; Thaw the frozen chosen; Work together; Build community with other people of faith; Transition into the 21st century—provide answers to life's difficult problems; Opportunities for Education provides the opportunities for people to faithful to a common faith although they serve an uncommon Savior; To wash one another's feet is difficult; mission - helping others in need such as disasters; Have team come and listen; Take church to the people rather than wait for the people to come to the church; Follow God's rules for mission, helping the hungry people but also to encourage pastors and churches to preach the Gospel to non-Christians in our cities; There will be no future for Newark Presbytery if the Presbytery doesn't change its vision and start a plan to help churches grow in numbers of members and in vision to reach out to new people for Jesus; It begins in a setting where and when these Presbyterians and their guests walk into the meeting room, and at that instant, they know they belong; And together in God's grace, they can loosen the bonds of rigidity; We all need to loosen the belt a bit . . . "; learn together and work together instead of fight over money; Unthinkable, assist and guide churches under its care towards recognition of God's mission for God's church, becoming more sensitive and understanding in the near future, exchange ideas, to be more focused on congregations, Opportunities for Education

Accurate Reflection (From November Presbytery Meeting)

themes of pain coming out of experience, testimony - pain can lead to a new beginning
transitional

Future Metaphors (From November Presbytery Meeting)

soul provider, compassionate supporting shepherd, Counselor, facilitator, mentor, open- listening,

Appendix F Symbolic Frame

Stated symbols/metaphors reflecting activity depriving people of meanings sought:

Irrelevant, Dr. No, Big Monster, Two-Headed Monster, Tax Collector, Big Brother, Brick Wall, Faceless, Invisible Man, Absent Parent, Distant Relative, Detached Indifference, Sailboat Slipping Away, Burning Building (if I cannot escape I will be destroyed), Earthmover Stuck in Idle, Deaf to Concerns, Poor Educator, Dysfunctional Family, Dawdling Child, Puppeteer, Hungry Dog, Battery not functioning without connecting to membership, Broken Switchboard, Insensitive Process Oriented Machine, Rudderless Ship, Turtle, Kindergarten, Poor Educator, Bull's Eye, Burning Building, Blind Man Bartimaeus Sitting on Roadside Stuck, Dry Well in Desert, Limp Sail without Wind Drifting, Themes of Pain Coming Out of Experience, County Government, Congress, UN with Boundless Energy and No Purpose, Cold War with Lack of Trust,

Symbols/metaphors creating clarity, meaning, and anchoring hope and faith:

Trust—Matter of Trust; Unity in Diversity; Umbrella; Melting Pot; Tossed Salad; Mosaic; Breaking Barriers; Tree with All Its Branches; Tree Deep Rooted in Fertile Soil Lifting Its Branches to God; Bridge Building; Rainbow that Reflects the Full Spectrum of our Diversity; Big Tent; Welcoming Partner; Treasure Buried in a Field; Partnership; Innovative; Insightful; Creative; Enabler; Teacher; Wise Parent; Knight in Shining Armor; Membership Connected to Body; Battery Connected to God; Mechanism for Connections; Wireless but Connected; Hub; Energizer Rabbit; Look Forward (can't change past); Refuge for the Community; Visible in Effective Way; Beacon; Magnifying and Focusing Lens Gathering Light from Every Congregation to Shine on the World; Light at the End of the Tunnel; Empty Tomb (a new church beyond the graveyard); Phoenix; Fountain; Refreshing Spring; Green House; Fruitful Garden – Cross Pollination Opportunities; Growth Oriented Blooming Garden; Oscillating Sprinkler; Untapped Energy; Unlimited Potential; Mission Field; Focused Sports Team; Connecting in Spirit not Things; Green Grass on the Other Side of Fence; Watchdog—assist congregations proactively toward financial health; Testimony – pain can lead to a new beginning; Sailboat with strong winds for changing times; Team of Disciples; Compassionate Supporting Shepherd; Soul Provider; Good Parent; Mother Hen; Family – congenial; Family Reunion; Mentor; Facilitator; Counselor; Efficiency Expert; Strong Rock to Build a Strong Ministry; Cross Cultural Community Representing the Cross;

Appendix G Political Frame

“Coalitions” identified from interview comments:

“We are a mosaic with big and small pieces and some sharp edges,” white churches, racial/ethnic churches, immigrant churches, suburban churches, urban churches, small churches, large churches, “sibling fights,” “brothers and sisters” having difficulty working together, lot of dissension, Gay ordination proponents and opponents, those who need and those who do not need the presbytery (“useless organization”), “churches fighting for their lives”—disappointed at Presbytery comes out of local discouragement, those who want to merge New Jersey presbyteries from seven to three, those who want polity rules and those who want “to loosen the belt,” those who go and those who don’t go to presbytery meetings, ill will – bad feelings at presbytery meetings, those who want a comprehensive presbytery strategic plan, “no real change after SPIT,” those who want more presbytery leader contact, us vs. them

Resource Allocation Issues:

\$\$, “There is great anxiety because of declining resources and declining membership,” show the way mission \$ are used, presbytery slow to respond to failing situations, pass on resources to help churches grow spiritually and physically, talk about connection but not connected, learn to work together, don’t phase out small churches, revved up engine to get started on mission—needs fuel to continue revving, per capita is a head tax, financially assist congregations and pastors, have less presbytery meetings, presbyteries should hold joint meetings

Bargaining Points:

“We are too polite;” “Sibling fights do not change that we are one body;” respected, work together to support one another; negotiate; put aside differences on foundational issues; provide creative intervention, alliances, regional churches; need for local churches to face changes; have not tapped into strength of connections; manage polity process & Roberts’ Rules; share ministers; partner in search process, pastor compensation, pastor placement, training; integrate various parts of presbytery; cooperative ministries; move toward unity, caring for one another, spiritual guidance, and democracy; merge with Elizabeth and Palisades;

Appendix H Structural Frame

Perceptions of goals and objectives stated in interviews:

Overseer to assist, consult, advise, be available; governance; rules; order; trains sessions; closes churches; sells property; pie charts and graphs; umbrella; reading session minutes; per capita; considers how mission dictates budget; fellowship; mission/outreach; partner with pastor searches; website; helps hungry; minimum compensation package for pastors; help those going into ministry; informs churches of General Assembly issues;

Structural deficiencies stated in interviews:

Meetings reflect business and power plays; website difficult to navigate; not enough non-online means of communication; presbytery leaders unknown to congregations; poor leadership; SPIT not implemented; uneven response to congregations—some get attention, others do not; slow down church closings--not offering options; 80% of metaphors reflect communications problem; no common focus—still church-based; no cohesiveness; road blocks; individuals effective as reps of presbytery but presbytery ineffective; uncertain future on our own; in transition; continuous reorganization projects reflects a problem we do not know how to fix;

Remedies offered:

Re-structure; Re-map; exist for churches; Voice of Leadership—Listening and Learning; unity of purpose; forward thinking people and mission oriented; find a way to connect website to church websites and make it easier to use; structure meetings toward connection; people should know they “belong” the minute they walk into meetings; meetings more about worship and fellowship than business; create unity; multiple means of communication; email-newsletter update on activities in presbytery; visiting and listening to church leaders about needs; mentoring church leaders; helping churches with evangelism, membership, and local concerns [related to church growth]; larger churches helping smaller churches; start plan to help churches grow and reach new people; churches intentional about their involvement; work together as churches; task a person to assist churches to be vital; assist congregations toward financial health; churches request more elder participation in presbytery; classes before joining church - training; strategic plans for presbytery; change vision; know where God is leading us to be effective; start plan to help churches grow and reach new people; focus more on minority, immigrant, and small churches; help churches survive; help with church school, kids, and youth ministry; partner for discernment of future; help churches, presbytery know how to compete in changing world; help people with technology; pass on resources; build connections/work teams; work ecumenically in city of Newark; merge with other presbyteries; enhanced denominational support

Appendix I Human Resource Frame

Practices identified as serving/satisfying human needs:

“Where people meet one another in a more relaxed way and share mutual respect;” encouragement; joy; inspiration; showing compassion; supportive of each other; unity in Christ; exchanging ideas; being more proactive; social networking; being seen as a family, one congregation; “39 churches praise the Lord;” work together; sharing programs; “utilizing persons with expertise, experience, and understanding for HR;” a survey; PW (Presbyterian Women);

Human/Congregational needs the presbytery can focus more attention on:

“Guide churches under care to recognition of God’s mission for God’s church;” building relationship; building bridges; better communication—multiple forms; better use of technology among all churches; cooperative ministries; promote a sense of community among churches; focus more on minority churches; educating, training, and multiple opportunities to learn; clarify tasks and roles for staff and committee members; evangelism (reaching non-Christians); helping congregations address connectedness with presbytery; helping congregations address their reason for being: mission/ministry; helping congregations value their assets; provide more supportive human services; develop a common goal: what we as a presbytery are doing; turn around the downward spiral; a team to come and listen to church leaders; be on the cutting edge of transformation as members share the gospel of God’s love for all the world; lead a revolution in community, beyond the 4 walls (of church); good relationships with Washington (DC); global partnership; transition to the 21st century; mentorship of young people to stay in school; more prayer, evangelism; pass on resources that will help churches grow spiritually and physically; revitalize biblical preaching; address hunger and homelessness; suburban-urban network; use more non-salaried volunteers; know some people are busy—don’t over-program them with presbytery activity; pat on back for what we do well; open listening; Big Brother/Sister – source of advice, love and guidance; Caring Fellowship; Trusting Fellowship; Loving Family; Mentoring;