

POST-SEMINARY APPLIED LEARNING AND SUPPORT (PALS)

FOLLOWUP INTERVIEWS 2007

**A REPORT FOR THE PALS COMMITTEE
OF
THE COMMISSION ON MINISTERIAL GROWTH AND SUPPORT**

**Dr. John P. O'Hara
Senior Research Analyst**

**Patricia Evans
Research Assistant**

**Research Services Department
The Lutheran Church - Missouri Synod
St. Louis, Missouri 63122**

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EXECUTIVE SUMMARY

The Post-Seminary Applied Learning and Support (PALS) program is designed to ease the transition from seminary to parish ministry. The PALS Follow Up Interviews project was designed as one avenue to assess how well the program is serving the 2000-2003 graduating classes. The key findings are highlighted below.

1. Both PALS participants and non-participants report similarly high levels of satisfaction with their professional and private lives, and are similar in that respect with a national sample of clergy interviewed for the Pulpit and Pew project in 2001.
2. Twenty percent or more of both PALS participants and non-participants were dissatisfied with “opportunities for continuing theological education” and “support from (my) district official.”
3. Two problem areas which perennially surface in surveys of professional church workers arose in these interviews: separating one’s private life from their ministerial role, and finding time for relaxation or personal reflection.
4. Dealing with the stress caused by the challenges of congregation ministry was a problem for one-third or more of our interviewees.
5. The top three “most helpful” aspects of PALS, according to participants were: the fellowship with other pastors, having a “sounding board” for their experiences in the parish, and the support of a “mentor” (usually the facilitator).
6. Nine-in-ten PALS participants who completed the program said PALS had a “positive” effect on their transition to the parish.
7. Nearly half of those who left PALS early gave a structural reason for dropping out (took a call to a congregation not close to a PALS group, scheduling issues, PALS group disbanded, etc.).
8. One thing participants would change about PALS was making it more convenient to meet, either by better scheduling or cutting the distance to sessions. The other change would be better meeting content.
9. Future planning and facilitator training should focus on the key value of PALS to participants: open sharing and support among participants who are ably facilitated by experienced pastors.

INTRODUCTION

Purpose

The purpose of this study was two-fold: (1) to compare the experiences and perceptions of PALS participants with those of non-participants, and (2) to have PALS participants evaluate their experiences and comment on changes they perceived as desirable for the program.

Method

In cooperation with the staff of the Commission on Ministerial Growth and Support, and its Chairman, Research Services staff developed a Request for Proposal to solicit bids from several marketing research vendors to conduct telephone interviews with a sample of the 2000-2003 graduates of the two LCMS seminaries. Opinions Unlimited, a national research firm with major corporate and non-profit clients, and previous experience conducting studies for various LCMS entities, submitted the winning bid and was contracted by the Commission staff to conduct the interviews. Research Services, in consultation with CMGS staff, developed the interview guide (attached as APPENDIX B, pages 24-42) with editorial suggestions from Opinions Unlimited. All interviews were conducted in September and October of 2007. Where practical, interview questions from the 2001 national sample survey conducted for Pulpit and Pew were included to provide comparisons between our interviewees and a random sample of U.S. clergy (see APPENDIX C, pages 43-52).

Sample

The original sample design included a quota of 50 interviews from each of five sub-groups from the graduating seminary classes of 2000-2003: those graduates who participated in the PALS program for all three years; those who participated in PALS, but left the program before three years; those who changed PALS groups during their participation; graduates who did NOT participate in PALS; and, finally, those graduates who had left the parish ministry (for reasons other than retirement). Of the 716 total graduates for 2000-2003, 220 were identified as PALS participants who had participated for all three years, 114 were participants for less than three years, 4 had changed PALS groups, 313 did NOT participate in PALS, and 69 had left parish ministry since their ordination (See table, following page). Nearly 20% of the graduates (130) had no valid phone number in their records. No additional efforts were made to obtain valid numbers for those individuals, because such efforts would not materially change the outcomes of this project. Given the “net eligible” number for each group, the quotas were adjusted. Since there were few individuals who had changed groups, they were eliminated from the sample, and the quotas were raised for those who had remained in PALS for the entire three years and for non-participants. Since 11 of those who left parish ministry had retired, the net eligible for that group was below 50, and the quota was reduced to twenty-five.

SAMPLE SUB-GROUPS FOR PALS FOLLOW UP INTERVIEWS
(based on 716 graduates for 2000-2003)

SAMPLE SUB-GROUP	TOTAL NUMBER	NO VALID PHONE NO.	NET ELIGIBLE	ORIG QUOTA	ADJUST QUOTA	COMP INTVWS
PALS (All 3yrs)	220	33	187	50	75	58
PALS (<3yrs)	114	19	95	50	50	55
PALS (Chg Grps)	(4)*		(4)*	50	0	-
Non-PALS	313	56	257	50	75	76
Left Parish Ministry	69**	22	36**	50	25	9
TOTALS	716	130	575	250	225	198

*This is a sub-group of PALS participants in other groups, included in the other numbers.

**Eleven of the 69 are retired, and not eligible participants as originally defined, and are not included in the "Net Number."

RESULTS

The results reported below are based on the 189 completed interviews with the 58 graduates who remained in the PALS program all three years, the 55 PALS participants who left prior to completing three years, and the 76 graduates who did not participate in PALS. [The nine interviews with those who left ministry were not enough to provide reliable results and are not included in this report.] A complete report of the results appears in APPENDIX A, pages 10-23. Where significant differences appear between the groups they are noted in the narrative.

The issue of accurate records arose in the completion of the interviews in that 17 interviewees identified as having completed all three years of PALS self-identified as having left prior to three years. Such inaccuracies could be a result of participants and/or facilitators not always communicating changes to the CMGS staff.

Background/Setting

The first portion of the interview dealt with participants' background and their congregational setting. All three groups were about evenly divided in terms of the age at which they first seriously considered they were called to the ministry; about half said under 25, and half said older than twenty-five. About seven-in-ten of all three groups indicated they had worked full-

time in other occupations before entering ministry, a majority for ten years or more [items 1-3, page 10].

About eight-in-ten interviewees were senior/solo pastors, with few indicating other full-time or part-time ordained or commissioned staff [items 4-5, pages 10-11].

Over 70% of all three groups said they had encouraged two or more individuals to consider becoming ordained ministers in the past two years [item 6, page 11].

Nearly 90% of interviewees said they regularly schedule a day off each week, and about 80% claim they actually take it “always” or “most of the time” [items 7-8, page 11].

Similar majorities reported taking part in continuing education at least once or twice in the year prior to the interview [item 9, page 12].

Less than a majority, however, say they experience an annual evaluation of their ministry with lay leaders of the congregation [item 10, page 12].

Interviewees were then asked to respond to several descriptors of their congregation. When asked whether or not their congregation had a sense of vision, most replied affirmatively, but only a minority agreed there was “a strong commitment to achieve it” [item 11, page 12].

Large majorities of all three groups agreed (strongly/somewhat) that “this congregation is always ready to try something new,” “current morale of this congregation is high,” “members of the congregation have a sense of excitement about the congregation’s future,” and “the congregation’s leaders are willing to change to meet new challenges” [items 12-15, pages 12-13].

The only item in this section which produced any significant difference between the three groups was the item on “excitement about the congregation’s future.” Pastors who did not participate in PALS were more likely to “strongly agree” with that statement than either of the PALS groups.

The last items related to the setting dealt with conflict. Like most Protestant congregations, at least half of these pastors have experienced some type of conflict in the two years prior to the interview, most of them “minor.” When asked to identify the cause of the conflict from a list, “finances,” “pastoral leadership style,” and “changes in worship” were frequently cited, along with “interpersonal conflict” (offered unprompted) [items 16-17, pages 13-14].

Level of Satisfaction/Problems

Interviewees from all three groups reported similarly high levels of satisfaction in all areas of their life. Seventy percent or more of these pastors report being “very/somewhat satisfied” with everything from their overall effectiveness as a pastoral leader in their congregation to relationships with their lay leaders and fellow clergy outside their congregation. [See items 18-28, pages 14-16.]

Two items where 20% or more are “somewhat/very dissatisfied” include “satisfaction with your opportunities for continuing theological education,” and “satisfaction with support from your district official” [items 22-23, page 15].

When asked to what extent various issues were a problem (on a four point scale from “great problem” to “no problem”) the table below reports the percentage of each group citing an issue as a “great/somewhat of” a problem:

<u>Issue/Problem Area</u>	PERCENT OF EACH GROUP SAYING ISSUE IS A “GREAT ”/”SOMEWHAT OF A PROBLEM”		
	<u>PALS</u> <u>(3yrs)</u>	<u>PALS</u> <u>(<3yrs)</u>	<u>NON-</u> <u>PALS</u>
Lack of agreement over what the Role of the pastor is.	31%	31%	28%
Difficulty of having a private life Apart from my ministerial role.	31	26	23
Finding time for recreation, Relaxation, or personal reflection.	57	51	34**
Relationships with other clergy and Staff members in the congregation.	5	11	8
Having people relate to me Differently because I’m a pastor.	17	35**	21
Difficulty of reaching people with The Gospel today.	63	80	71

**Pearson Chi-square significant at $p < .05$

Several comments on this table. First, there is no doubt that all three groups would agree that reaching people with the Gospel in the contemporary context is the greatest challenge (problem) they face. Second, echoing our own prior research, many pastors find it difficult to schedule time for recreation, relaxation or personal reflection. Note that the two PALS groups are more likely to say this is a problem area than the non-PALS group. More about that later. Perhaps more subtle, but somehow more intriguing, is the fact that about 30% of each group found “lack of agreement” over the role of the pastor as a problem. Another quarter or more of each group found “having a private life” outside of their ministerial role is a problem. Finally, those who left PALS early were more likely to cite “people relating to me differently because I am a pastor” as a problem. [See items 29-34, pages 16-18.]

Personal Perceptions of Professional Life

The next section of interview questions focused on these pastors' perceptions of and experiences in their professional life [items 35-45, pages 18-20].

Most interviewees from all three groups "never" doubted that they were "called by God to the ministry," and never thought of leaving the parish ministry for another ministry position or to enter a secular occupation [items 35-37].

The vast majority (80+%) also indicated that they had persons "outside your congregation and family" in whom they could confide about personal or professional concerns or problems, and that people in their congregations "very/fairly often" made them feel "loved and cared for" [items 38-39].

Only a minority of these pastors felt people in their congregation "very/fairly often" made "too many demands on you" or were "critical of you and the things you have done" [items 40-42].

Two items related to stress produced significant, though weak, differences between the three groups. Interviewees who had participated in PALS all three years were more likely to say they "very/fairly often" experienced stress over the prior year "as a result of dealing with congregation members who are critical of (my) work" (33%) compared to 19% for those who did not complete PALS, and 15% for those who never participated in PALS. Both PALS groups were more likely to indicate they often experienced stress in the prior year "because of challenges" they faced in their congregations (55-60%) than non-PALS pastors (32%) [items 43, 45, page 20].

Finally, only a minority of respondents often felt "lonely or isolated" in their work in the year prior to the interview [item 44].

PALS Experiences

The final section of the interview asked those who had participated in PALS, for all three years or only a portion thereof, about their experiences.

Among those who left prior to the completion of the three years and cited a reason for leaving, nearly half ended participation for situational reasons: 22% cited scheduling difficulties, 13% accepted a call to a congregation without a convenient PALS group, and another 13% indicated their PALS group disbanded. Nearly a third (31%), however, said their participation was no longer useful, or no longer a good use of their time. Thirteen percent cited problems with the group facilitator. A few participants cited problems with other participant(s), financial or medical problems as reasons for ending their participation. Apparently, some individuals ceased participation after only two or three meetings. [See item 46, page 21].

When asked to describe the impact of their PALS experience on their transition to the parish ministry (from very positive to very negative), those who completed the three years were much more likely to say “very/somewhat positive” (91%) than those who left early (51%). Over a third of those who left prior to completing the three years said PALS had no effect or they weren’t sure of the effect. One-in-seven said the impact was “somewhat negative.” [Item 47, page 21.] The differences were significant at $p < .05$.

Both groups agreed on the top three most helpful aspects of their PALS experiences: Fellowship with other pastors, having a “sounding board” for their experiences in the parish, and support from a mentor (usually the facilitator). Still, those participants who dropped out were more likely to say “not much” or “not very helpful” [item 48, page 21]. The difference was significant at $p < .05$.

Interviewees were asked what one thing they would change about their PALS experience. While a third of those who participated all three years said “nothing,” most of the respondents offered some kind of change they would recommend. More convenience (in terms of both scheduling and location), and better meeting content (topics, discussion, etc.) were mentioned by both groups, and issues with the facilitator were mentioned by 20% of the those who dropped out of PALS [item 49, page 22].

Just as they were more positive about their PALS experience overall, full PALS participants were more likely to rate their facilitator “good” or “excellent” (84%) than those who dropped out (66%). [See item 50, page 22]. This difference was also significant at $p < .05$.

When asked what their facilitator did “particularly well,” both groups stated he was a good discussion leader and good administrator/organizer [item 51, page 22].

Finally, when asked what the facilitator could have done better, about half of participants from both groups said “nothing” or “not sure.” The only other suggestion mentioned by a significant number of participants was better meeting structure or preparation [item 52, page 23].

DISCUSSION

Pastors from all three groups report similarly high levels of satisfaction with most aspects of their personal and professional life, and the total sample of interviewees appear to be fairly comparable to the national sample of clergy interviewed for the Pulpit and Pew project in 2001 [APPENDIX C, pages 43-52].

For the most part, the current interviewees feel satisfied with their professional life and the relationships within their congregations. Few of these pastors, whether PALS participants or not, question their calling to the ministry or contemplate leaving their parish.

This is not to say there are no problems or major stressors.

Two areas where 20% or more of respondents were “somewhat/very dissatisfied” include “opportunities for continuing theological education” and “support from your district official.”

Two other problem areas, which perennially surface in surveys of professional church workers, arose in these interviews: “the difficulty of having a private life apart from my ministerial role,” and “finding time for recreation, relaxation, or personal reflection.” The same two issues were cited by even larger percentages of the Pulpit and Pew sample in 2001 [see APPENDIX C, items 27-28, page 49]. And, apparently, the issue of time away from the pastoral role is independent of the presence or absence of other staff in the congregation, based on an additional analysis of our LCMS interview data by the number of full-time or part-time staff members.

Further, the stress of dealing with the challenges of ministry in “this” congregation were seen as a problem by half of the PALS participants, and over 30% of the non-participants. This may help explain why having a “sounding board” was the second most frequently cited “helpful” aspect of their PALS experience for participants.

In terms of their PALS experiences, nine-out-of-ten of those who completed the three years indicated PALS had a positive impact on their transition to the parish ministry and 84% rated their facilitator “good/excellent.”

Those who left PALS prior to completing the three years were most likely to cite situational reasons for doing so, such as moving to a congregation with no PALS group available, scheduling problems, or the disbanding of their PALS group. For over a third of those who left, however, their PALS experience had “no effect” or they “weren’t sure” of the effect. Fourteen percent said the effect was “somewhat negative.” For some of those who left after only a few meetings, they obviously had little or no time to “experience” PALS. Clearly, those who left PALS early were less satisfied with its value to them during the transition. What is less clear is whether they left the program early because it was less valuable, or their early departure made participation less valuable.

Both groups agreed on the top three “most helpful” aspects of their PALS experiences: fellowship with other pastors, having a “sounding board” for their experiences in the parish, and support from a “mentor” (usually the facilitator). Many interviewees mentioned the value of “open discussion” and the “give and take” which occurred in their PALS sessions. Both groups also identified the same two things their facilitator did “particularly well:” being a good discussion leader, and a good administrator/organizer.

When asked what one thing they would change about the PALS experience, most participants cited better convenience, in terms of scheduling and travel distance, and better meeting content. Participants who left PALS early were more likely to mention issues with the facilitator.

About half of both groups could offer no suggestions when asked what the facilitator could have done better. The only other suggestion mentioned by a significant number of participants was better meeting structure or preparation.

RECOMMENDATIONS

The real value of PALS, for both those who remained for the full three years as well as those who left early, is based on the open sharing and support among participants who are ably facilitated in that environment by experienced pastors. Future planning and facilitator training must keep open participant interaction as a key to ensuring the value of this experience to future participants.

Several topic areas seem to command major attention for new pastors:

1. Boundary issues – separating private/family life from the professional role.
2. Finding time for relaxation and personal reflection.
3. Dealing with the stress caused by the challenges of pastoral ministry.

Other issues and/or challenges for the program which should be addressed:

1. The issue of convenience (in terms of scheduling/distance to group sessions)
2. Group characteristics (participants from similar settings are preferred).
3. Including spouses as a priority (some favored it, others not).
4. Improved tracking process, to insure better records on participants

Most PALS participants see their experiences in the program as having a positive impact on their transition from the seminary to the parish. Program planners should continue to obtain feedback from both participants and those who leave PALS in order to maintain the value of PALS into the future.

APPENDIX A: TABLES

1. At what age did you first seriously consider that you were called to become an ordained minister?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Under 15	21%	16%	27%
15-24	36%	33%	30%
25-39	28%	31%	28%
40 +	16%	20%	16%

2. Did you work full-time at other occupations before entering ordained ministry?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Yes	71%	73%	68%
No	29%	27%	32%

3. For how long did you work full-time at other occupations before entering ordained ministry?

	<u>PALS all 3 yrs.</u> (41/187)	<u>PALS < 3 yrs.</u> (40/95)	<u>Non-Participants</u> (52/257)
Less than 10 yrs.	42%	30%	25%
10-19 yrs.	17%	23%	21%
20-24 yrs.	7%	20%	21%
25 + yrs.	34%	28%	33%

4. How would you describe your current position?

	<u>PALS all 3 yrs.</u> (n = 58)	<u>PALS < 3 yrs.</u> (n = 55)	<u>Non-Participants</u> (n = 76)
Senior pastor	5%	11%	8%
Solo pastor	81%	67%	74%
Assistant pastor	0%	0%	3%
Associate pastor	14%	18%	13%
Other	0%	4%	3%

5. Other than yourself, how many FT/PT paid staff are employed by your congregation?

	PERCENT REPORTING ONE/MORE OF EACH		
	<u>PALS all 3 yrs.</u>	<u>PALS < 3 yrs.</u>	<u>Non-Participants</u>
	(58/187)	(55/95)	(76/257)
Full-time			
Ordained Ministers	17%	26%	20%
Commissioned Ministers	12%	18%	16%
Lay Teachers	22%	29%	24%
Clerical/Secretarial	22%	26%	23%
Custodial/Maintenance	15%	24%	17%
Part-time			
Ordained Ministers	2%	7%	5%
Commissioned Ministers	2%	4%	4%
Lay Teachers	24%	27%	21%
Clerical/Secretarial	36%	64%	47%
Custodial/Maintenance	43%	45%	46%

6. In the past two years, how many persons have you personally encouraged to consider becoming a pastor?

	<u>PALS all 3 yrs.</u>	<u>PALS < 3 yrs.</u>	<u>Non-Participants</u>
	(58/187)	(55/95)	(76/257)
None	12%	7%	13%
One	17%	22%	16%
2-3	22%	35%	37%
4-5	26%	18%	20%
6 +	22%	18%	15%

7. Do you regularly schedule a day off each week?

	<u>PALS all 3 yrs.</u>	<u>PALS < 3 yrs.</u>	<u>Non-Participants</u>
	(58/187)	(55/95)	(76/257)
No	12%	11%	12%
Yes	88%	89%	88%

8. How often do you actually take a day off each week?

	<u>PALS all 3 yrs.</u>	<u>PALS < 3 yrs.</u>	<u>Non-Participants</u>
	(51/187)	(49/95)	(67/257)
Always	22%	18%	28%
Most of the time	61%	57%	48%
Some of the time	17%	18%	21%
Never	0%	6%	3%

9. How many times during the past year did you take part in some form of continuing theological education lasting at least a full day?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
None	7%	7%	16%
Once or twice	43%	51%	49%
Three to five times	35%	31%	23%
Six or more times	16%	11%	13%

10. Do you and your lay leaders engage in an annual evaluation of your ministry?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Yes	40%	44%	47%
No	60%	56%	53%

11. Which of these statements most accurately describes your congregation?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Our congtn. has no clear vision, goals, or direction	7%	7%	7%
Have some ideas but no clear vision	31%	27%	16%
Have a clear vision but not commitment to achieve	40%	42%	40%
Have a clear vision and strong commit. to achieve	22%	24%	38%

12. Thinking of your congregation, do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree that “this congregation is always ready to try something new”?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Strongly agree	14%	22%	18%
Somewhat agree	52%	55%	50%
Somewhat disagree	24%	16%	24%
Strongly disagree	10%	7%	8%

13. Thinking of your congregation, do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree that “the current morale of this congregation is high”?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Strongly agree	33%	35%	46%
Somewhat agree	48%	40%	40%
Somewhat disagree	17%	24%	13%
Strongly disagree	2%	2%	1%

14. How much do you agree or disagree with the statement “members of the congregation have a sense of excitement about the congregation’s future”?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Strongly agree	26%	26%	50%
Somewhat agree	45%	51%	29%
Somewhat disagree	26%	16%	20%
Strongly disagree	3%	7%	1%

Pearson Chi-Square = 16.219, p<.05

15. How much do you agree or disagree with the statement “the congregation’s leaders are willing to change programs and structures to meet new challenges”?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Strongly agree	41%	31%	34%
Somewhat agree	40%	36%	45%
Somewhat disagree	17%	27%	18%
Strongly disagree	2%	6%	6%

16. Over the last two years, has there been any conflict in this congregation? Would you say...

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
No conflict that you’re aware of	33%	47%	50%
Some minor conflict	47%	35%	36%
Major conflict	7%	15%	5%
Major conflict with leaders over people leaving	14%	4%	7%
Don’t know	0%	0%	3%

17. What was the cause of the conflict?

	<u>PALS all 3 yrs.</u> (n = 65)	<u>PALS < 3 yrs.</u> (n = 36)	<u>Non-Participants</u> (n = 60)
Finances	18%	22%	15%
Changes in worship style	8%	11%	12%
Changes in music style	6%	3%	5%
Changes in other programs	11%	0%	5%
Doctrines	6%	11%	8%
Pastoral leadership style	12%	11%	12%
Lay leadership style	9%	8%	10%
Conflicts btwn. staff/clergy	3%	3%	12%
Issues on new/renovat bldg.	6%	6%	5%
Interpersonal conflict	11%	14%	10%
Organization	5%	11%	5%
Authority/power	3%	0%	0%
Not aware of cause	2%	0%	0%
Not willing to discuss	0%	0%	2%

18. At the present, what is your level of satisfaction with your overall effectiveness as a pastoral leader in this particular congregation?

	<u>PALS all 3 yrs.</u> (56/187)	<u>PALS < 3 yrs.</u> (53/95)	<u>Non-Participants</u> (74/257)
Very satisfied	38%	30%	34%
Somewhat satisfied	50%	60%	57%
Somewhat dissatisfied	13%	8%	8%
Very dissatisfied	0%	1%	2%

19. At the present, what is your level of satisfaction with your current ministry position?

	<u>PALS all 3 yrs.</u> (56/187)	<u>PALS < 3 yrs.</u> (53/95)	<u>Non-Participants</u> (76/257)
Very satisfied	66%	57%	57%
Somewhat satisfied	32%	38%	36%
Somewhat dissatisfied	2%	4%	5%
Very dissatisfied	0%	2%	3%

20. At the present, what is your level of satisfaction with your housing or living arrangements?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (75/257)
Very satisfied	78%	73%	75%
Somewhat satisfied	17%	18%	21%
Somewhat dissatisfied	3%	6%	5%
Very dissatisfied	2%	2%	0%

21. At the present, what is your level of satisfaction with your spiritual life?

	<u>PALS all 3 yrs.</u> (57/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very satisfied	49%	46%	49%
Somewhat satisfied	46%	47%	47%
Somewhat dissatisfied	5%	7%	4%

22. At the present, what is your level of satisfaction with your opportunities for continuing theological education?

	<u>PALS all 3 yrs.</u> (57/187)	<u>PALS < 3 yrs.</u> (54/95)	<u>Non-Participants</u> (76/257)
Very satisfied	33%	40%	46%
Somewhat satisfied	46%	33%	28%
Somewhat dissatisfied	19%	22%	24%
Very dissatisfied	2%	4%	3%

23. At the present, what is your level of satisfaction with support from your district official?

	<u>PALS all 3 yrs.</u> (55/187)	<u>PALS < 3 yrs.</u> (54/95)	<u>Non-Participants</u> (73/257)
Very satisfied	42%	41%	49%
Somewhat satisfied	40%	37%	27%
Somewhat dissatisfied	11%	19%	18%
Very dissatisfied	7%	4%	6%

24. At the present, what is your level of satisfaction with your relations with fellow clergy outside of your congregation?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (75/257)
Very satisfied	53%	42%	55%
Somewhat satisfied	38%	44%	40%
Somewhat dissatisfied	7%	11%	3%
Very dissatisfied	2%	4%	3%

25. At the present, what is your level of satisfaction with your relations with lay leaders in your congregation?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (74/257)
Very satisfied	62%	56%	69%
Somewhat satisfied	31%	36%	28%
Somewhat dissatisfied	7%	6%	1%
Very dissatisfied	0%	2%	1%

26. At the present, what is your level of satisfaction with your relations with other clergy and staff members in your congregation?

	<u>PALS all 3 yrs.</u> (33/187)	<u>PALS < 3 yrs.</u> (41/95)	<u>Non-Participants</u> (50/257)
Very satisfied	67%	81%	70%
Somewhat satisfied	30%	15%	26%
Somewhat dissatisfied	0%	2%	2%
Very dissatisfied	3%	2%	2%

27. At the present, what is your level of satisfaction with your salary and benefits?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (54/95)	<u>Non-Participants</u> (74/257)
Very satisfied	57%	54%	42%
Somewhat satisfied	33%	37%	39%
Somewhat dissatisfied	9%	4%	16%
Very dissatisfied	2%	6%	3%

28. At the present, what is your level of satisfaction with your family life?

	<u>PALS all 3 yrs.</u> (55/187)	<u>PALS < 3 yrs.</u> (51/95)	<u>Non-Participants</u> (74/257)
Very satisfied	73%	82%	73%
Somewhat satisfied	22%	18%	27%
Somewhat dissatisfied	4%	0%	0%
Very satisfied	2%	0%	0%

29. Do you feel "lack of agreement over what the role of a pastor is" is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Great problem	19%	11%	7%
Somewhat of a problem	12%	20%	21%
Very small problem	16%	27%	16%
No problem	53%	42%	57%

30. Do you feel “difficulty of having a private life apart from my ministerial role” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Great problem	2%	0%	3%
Somewhat of a problem	29%	26%	20%
Very small problem	29%	26%	25%
No problem	40%	49%	53%

31. Do you feel “finding time for recreation, relaxation, or personal reflection” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Great problem	10%	13%	5%
Somewhat of a problem	47%	38%	29%
Very small problem	26%	13%	21%
No problem	17%	36%	45%

Pearson Chi-Square = 14.892, p<.05

32. Do you feel “relationships with other clergy and staff members in the congregation” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Great problem	2%	4%	3%
Somewhat of a problem	3%	7%	5%
Very small problem	17%	15%	8%
No problem	78%	75%	84%

33. Do you feel “having people relate to me differently because I’m a pastor” is a great problem, somewhat of a problem, a very small problem, or no problem?”

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Great problem	3%	0%	0%
Somewhat of a problem	14%	35%	21%
Very small problem	36%	29%	24%
No problem	47%	36%	55%

Pearson Chi-Square = 14.220, p<.05

34. Do you feel “difficulty of reaching people with the Gospel today” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Great problem	10%	22%	16%
Somewhat of a problem	53%	58%	45%
Very small problem	16%	11%	16%
No problem	21%	9%	24%

35. Looking back over the last three years how often have you doubted that you are called by God to the ministry?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very often	3%	4%	0%
Fairly often	7%	4%	8%
Once in a while	22%	22%	29%
Never	67%	71%	63%

36. In the past three years how often have you thought of leaving pastoral ministry in a congregation to enter another type of ministry position?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very often	2%	4%	1%
Fairly often	10%	7%	3%
Once in a while	24%	29%	30%
Never	64%	60%	66%

37. In the past three years how often have you thought of leaving pastoral ministry to enter a secular occupation?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very often	0%	0%	3%
Fairly often	3%	2%	7%
Once in a while	22%	22%	13%
Never	74%	76%	78%

38. In the past three years were there persons (outside of your congregation and family) in whom you could confide about your personal or professional concerns/problems?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Yes, several	33%	36%	32%
Yes, one or two	57%	46%	53%
No, not really	10%	18%	16%

39. Thinking back over the past year, how often have people in your congregation made you feel loved and cared for?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very often	64%	49%	59%
Fairly often	17%	33%	29%
Once in a while	19%	18%	9%
Never	0%	0%	3%

40. During the past year, how often have the people in your congregation made too many demands on you? Would you say very often, fairly often, once in a while, or never?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very often	12%	6%	5%
Fairly often	24%	18%	13%
Once in a while	40%	60%	49%
Never	24%	16%	33%

41. During the past year, how often have the people in your congregation been critical of you and the things you have done? Would you say very often, fairly often, once in a while, or never?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very often	3%	0%	3%
Fairly often	16%	9%	8%
Once in a while	62%	69%	62%
Never	19%	22%	28%

42. Would you say the criticism has come primarily from one or two members, or is it more broadly based than that?

	<u>PALS all 3 yrs.</u> (47/187)	<u>PALS < 3 yrs.</u> (43/95)	<u>Non-Participants</u> (55/257)
Primarily from 1-2 mbrs.	96%	93%	87%
More broadly based	4%	7%	13%

43. Looking back over the past year how often have you experienced stress as a result of dealing with congregation members who are critical of your work?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very often	7%	6%	4%
Fairly often	26%	13%	11%
Once in a while	33%	66%	59%
Never	35%	16%	26%

Pearson Chi-Square = 16.142, $p < .05$

44. Over the past year how often have you felt lonely and isolated in your work?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very often	9%	2%	7%
Fairly often	17%	16%	12%
Once in a while	50%	49%	50%
Never	24%	33%	32%

45. Over the past year how often have you experienced stress because of the challenges you face in this congregation?

	<u>PALS all 3 yrs.</u> (58/187)	<u>PALS < 3 yrs.</u> (55/95)	<u>Non-Participants</u> (76/257)
Very often	24%	20%	11%
Fairly often	36%	35%	21%
Once in a while	31%	42%	59%
Never	9%	4%	9%

Pearson Chi-Square = 14.435, $p < .05$

PALS EXPERIENCES

46. Why did you leave PALS before the three years?

	<u>PALS < 3 yrs.</u> (n = 32)
Accepted a call to a congregation without a convenient PALS grp.	13%
Scheduling difficulties	22%
Participation no longer useful or a good use of my time	31%
Problems with group facilitator	13%
Problems w/1+ participants	3%
Group disbanded	13%
Finances	3%
Medical problem	3%

47. How would you describe the impact your PALS participation had on your transition to the parish ministry?

	<u>PALS all 3 yrs.</u> (n = 56)	<u>PALS < 3 yrs.</u> (n = 49)
Somewhat negative	2%	14%
None or not sure	7%	35%
Somewhat positive	43%	33%
Very positive	48%	18%

Pearson Chi-Square = 22.782, p<.05

48. What was most helpful about your PALS experience?

	<u>PALS all 3 yrs.</u> (n = 57)	<u>PALS < 3 yrs.</u> (n = 49)
Fellowship with other pastors	46%	47%
Sounding board	35%	20%
Support from mentor	12%	10%
Not much/not very helpful	0%	16%
Getting away	2%	4%
Helpful to my wife	5%	0%
Other	0%	2%

Pearson Chi-Square = 15.669, p<.05

49. If you could change one thing about your PALS experience, what would it be?

	<u>PALS all 3 yrs.</u> (n = 56)	<u>PALS < 3 yrs.</u> (n = 49)
Nothing	34%	14%
Facilitator issue	11%	20%
Involvement of spouse/family	2%	2%
More pastors similar to self or own congregation	4%	4%
More theological content	5%	2%
Convenience	18%	12%
Meeting content	16%	14%
Greater personal participation or participation of others	9%	12%
Not sure or don't know	0%	8%
Other	2%	10%

50. How would you rate your PALS group facilitator?

	<u>PALS all 3 yrs.</u> (45/187)	<u>PALS < 3 yrs.</u> (41/95)
Very poor	0%	2%
Poor	2%	10%
Fair	13%	22%
Good	31%	49%
Excellent	53%	17%

Pearson Chi-Square = 13.625, p<.05

51. What did your facilitator(s) do particularly well?

	<u>PALS all 3 yrs.</u> (n = 56)	<u>PALS < 3 yrs.</u> (n = 49)
Good collegial discussion leader	75%	71%
Good administrator organizer	16%	16%
Nothing or don't recall	5%	12%
Everything	4%	0%

52. What could your facilitator have done better?

	<u>PALS all 3 yrs.</u> (n = 56)	<u>PALS < 3 yrs.</u> (n = 49)
Nothing or not sure	57%	49%
Convenience/meet more frequently or regularly	2%	14%
Better structure or meeting preparation	32%	22%
Better follow through	0%	4%
More inspiring	4%	6%
Listen to participants	4%	2%
Other	2%	2%

APPENDIX B: INTERVIEW GUIDE

2:

PALS

simple
min = 1 max = 1 l = 1

- N =
- PALS program for the entire three years 1
- (CLOSED)Pastors who DID NOT participate in PALS 2
- Participated in the PALS program, but left before their participation was completed3
- Those who left parish ministry 4

29:

INTRO

simple
min = 1 max = 1 l = 2

May I speak to Pastor <FNAME> <LNAME>? (If not available: "Would you know how to reach the Pastor now/ or would you happen to have a current number for them?") (Once Respondent is on the phone) Hello, I'm \$I with Opinions Unlimited. I'm calling on behalf of the LCMS Commission on Ministerial Growth and Support. The Commission is interested in learning more about the experiences of recent Seminary graduates." Do you have a few minutes? IF NOT A GOOD TIME, SCHEDULE A CALL-BACK IF RESPONDENT WANTS TO KNOW HOW WE GOT HIS NUMBER - "Opinions Unlimited is a research company that works with LCMS. Names and phone numbers were supplied to us by LCMS and all questionnaire answers and phone numbers will go back to LCMS at the completion of the interviewing."

If probed for authenticity, ask them to confirm with John O'Hara with The Lutheran Church - Missouri Synod. Telephone:314.996.1438

- N =
- CONTINUE..... 01
- New Number 02

30:

Q1

simple
min = 1 max = 1 l = 2

At what age did you first seriously consider that you were called to become an ordained minister?

- N =

31:

Q2

simple
min = 1 max = 1 l = 1

Did you work full-time at other occupations before entering ordained ministry?

- N =
- Yes..... 1
- No 2

32: **Q3**

simple
min = 1 max = 1 l = 2

For how long? (RECORD YEARS:)
N =

33: **Q4**

simple
min = 1 max = 1 l = 2

(RECORD MONTHS:)
N =

34: **Q5**

simple, ouverte
min = 1 max = 1 l = 2

How would you describe your current position? (READ LIST)
N =
Senior pastor 01
Solo pastor 02
Assistant pastor 03
Associate pastor 04
Other (Specify) 98

35: **INT01**

simple
min = 1 max = 1 l = 2

Other than you, how many of the following full-time paid staff, are employed by your congregation? (READ LIST)
N =
Continue 01

36: **Q6**

simple
min = 1 max = 1 l = 2

FT Ordained ministers
N =

37: **Q7**

simple
min = 1 max = 1 l = 2

FT Commissioned ministers
N =

38:

Q8

simple
min = 1 max = 1 l = 2

FT Lay Teachers

N =

39:

Q9

simple
min = 1 max = 1 l = 2

FT Clerical/Secretarial

N =

40:

Q10

simple
min = 1 max = 1 l = 2

FT Custodial/Maintenance

N =

41:

INT02

simple
min = 1 max = 1 l = 2

And, how many of the following part-time paid staff, are employed by your congregation?
(READ LIST)

N =

Continue 01

42:

Q11

simple
min = 1 max = 1 l = 2

PT Ordained ministers

N =

43:

Q12

simple
min = 1 max = 1 l = 2

PT Commissioned ministers

N =

44:

Q13

simple
min = 1 max = 1 l = 2

PT Lay Teachers

N =

45:

Q14

simple
min = 1 max = 1 l = 2

PT Clerical/Secretarial

N =

46:

Q15

simple
min = 1 max = 1 l = 2

PT Custodial/Maintenance

N =

47:

Q16

simple
min = 1 max = 1 l = 2

In the past two years, how many persons have you personally encouraged to consider becoming a pastor?

N =

48:

Q17

simple
min = 1 max = 1 l = 1

Do you regularly schedule a day off each week

N =

No 1

Yes..... 2

49:

Q17A

simple
min = 1 max = 1 l = 1

HOW OFTEN DO YOU ACTUALLY TAKE A DAY OFF EACH WEEK? (READ LIST)

N =

Always..... 1

Most of the time..... 2

Some of the time..... 3

Never 4

50:

Q18

simple
min = 1 max = 1 l = 1

How many times during the past year did you take part in some form of continuing theological education lasting at least a full day? (READ LIST)

N =

None 1

Once or twice..... 2

Three to five times..... 3

Six or more times..... 4

51:

Q19

simple
min = 1 max = 1 l = 1

Do you and your lay leaders engage in an annual evaluation of your ministry?

- N =
- Yes..... 1
- No 2

52:

Q20

simple
min = 1 max = 1 l = 1

Which of these statements most accurately describes your congregation? (READ LIST)

- N =
- Our congregation has no clear vision, goals, or direction..... 1
- We have some ideas but no clear vision..... 2
- We have a clear vision but not enough commitment to achieve it..... 3
- We have a clear vision and a strong commitment to achieve it..... 4

53:

INT03

simple
min = 1 max = 1 l = 2

Thinking of your current congregation, do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree that...

- N =
- Continue 01

54:

Q21

simple
min = 1 max = 1 l = 1

This congregation is always ready to try something new.

- N =
- STRONGLY AGREE..... 1
- SOMEWHAT AGREE..... 2
- SOMEWHAT DISAGREE 3
- STRONGLY DISAGREE 4

55:

Q22

simple
min = 1 max = 1 l = 1

How about...The current morale of this congregation is high.

- N =
- STRONGLY AGREE..... 1
- SOMEWHAT AGREE..... 2
- SOMEWHAT DISAGREE 3
- STRONGLY DISAGREE 4

56:

Q23

simple
min = 1 max = 1 l = 1

How much do you agree or disagree with the statement...Members of the congregation have a sense of excitement about the congregation's future.

- N =
- STRONGLY AGREE..... 1
- SOMEWHAT AGREE..... 2
- SOMEWHAT DISAGREE..... 3
- STRONGLY DISAGREE..... 4

57:

Q24

simple
min = 1 max = 1 l = 1

The congregation's leaders are willing to change programs and structures to meet new challenges.

- N =
- STRONGLY AGREE..... 1
- SOMEWHAT AGREE..... 2
- SOMEWHAT DISAGREE..... 3
- STRONGLY DISAGREE..... 4

58:

Q25

simple
min = 1 max = 1 l = 1

Over the last two years, has there been any conflict in this congregation? Would you say... (READ LIST)

- N =
- No conflict that you're aware of..... 1
- Some minor conflict..... 2
- Major conflict..... 3
- Major conflict with leaders or people leaving..... 4
- Don't know..... 5

59:

Q26

multiple, ouverte
min = 1 max = 13 l = 2

What was the conflict about? (READ LIST - ACCEPT MULTIPLE ANSWERS)

N =

Finances.....	01
Changes in worship style.....	02
Changes in music styles.....	03
Changes in other programs of the congregation.....	04
Doctrines.....	05
Pastoral leadership style.....	06
Lay leadership style.....	07
Conflicts between staff and/or clergy.....	08
Sexual misconduct.....	09
Issues regarding homosexuality.....	10
Racial issues.....	11
Issues about a new building or renovation of an existing building.....	12
Other. (Please Specify).....	98

60:

QXX

simple
min = 1 max = 1 l = 1

At the present, what is your level of satisfaction with the following. As I read the list, tell me if you are Very satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied.

N =

Continue.....	1
---------------	---

61:

Q27

simple
min = 1 max = 1 l = 1

Your overall effectiveness as a pastoral leader in this particular congregation?

N =

VERY SATISFIED.....	1
SOMEWHAT SATISFIED.....	2
SOMEWHAT DISSATISFIED.....	3
VERY DISSATISFIED.....	4
DOES NOT APPLY.....	9

62:

Q28

simple
min = 1 max = 1 l = 1

Your current ministry position?

N =

VERY SATISFIED.....	1
SOMEWHAT SATISFIED.....	2
SOMEWHAT DISSATISFIED.....	3
VERY DISSATISFIED.....	4
DOES NOT APPLY.....	9

63:

Q29

simple
min = 1 max = 1 l = 1

Housing or living arrangements?

N =	
VERY SATISFIED	1
SOMEWHAT SATISFIED	2
SOMEWHAT DISSATISFIED	3
VERY DISSATISFIED	4
DOES NOT APPLY	9

64:

Q30

simple
min = 1 max = 1 l = 1

Spiritual life?

N =	
VERY SATISFIED	1
SOMEWHAT SATISFIED	2
SOMEWHAT DISSATISFIED	3
VERY DISSATISFIED	4
DOES NOT APPLY	9

65:

Q31

simple
min = 1 max = 1 l = 1

Opportunities for continuing theological education?

N =	
VERY SATISFIED	1
SOMEWHAT SATISFIED	2
SOMEWHAT DISSATISFIED	3
VERY DISSATISFIED	4
DOES NOT APPLY	9

66:

Q32

simple
min = 1 max = 1 l = 1

Support from your District official?

N =	
VERY SATISFIED	1
SOMEWHAT SATISFIED	2
SOMEWHAT DISSATISFIED	3
VERY DISSATISFIED	4
DOES NOT APPLY	9

67:

Q33

simple
min = 1 max = 1 l = 1

Relations with fellow clergy outside of your congregation?

- N =
- VERY SATISFIED 1
- SOMEWHAT SATISFIED 2
- SOMEWHAT DISSATISFIED 3
- VERY DISSATISFIED 4
- DOES NOT APPLY 9

68:

Q34

simple
min = 1 max = 1 l = 1

Relations with lay leaders in your congregation?

- N =
- VERY SATISFIED 1
- SOMEWHAT SATISFIED 2
- SOMEWHAT DISSATISFIED 3
- VERY DISSATISFIED 4
- DOES NOT APPLY 9

69:

Q35

simple
min = 1 max = 1 l = 1

Relations with other clergy and staff members in your congregation?

- N =
- VERY SATISFIED 1
- SOMEWHAT SATISFIED 2
- SOMEWHAT DISSATISFIED 3
- VERY DISSATISFIED 4
- DOES NOT APPLY 9

70:

Q36

simple
min = 1 max = 1 l = 1

Your salary and benefits?

- N =
- VERY SATISFIED 1
- SOMEWHAT SATISFIED 2
- SOMEWHAT DISSATISFIED 3
- VERY DISSATISFIED 4
- DOES NOT APPLY 9

71:

Q37

simple
min = 1 max = 1 l = 1

Your family life - If you are married

- N =
- VERY SATISFIED 1
- SOMEWHAT SATISFIED 2
- SOMEWHAT DISSATISFIED 3
- VERY DISSATISFIED 4
- DOES NOT APPLY 9

72:

INT04

simple
min = 1 max = 1 l = 2

Clergy face many problems today. Would you indicate how important the following problems are to you on a day-to-day basis? For each one, tell me if you feel it is a Great problem, Somewhat of a problem; Very small problem or, No problem?

- N =
- Continue 01

73:

Q38

simple
min = 1 max = 1 l = 1

Lack of agreement over what the role of a pastor is.

- N =
- GREAT PROBLEM 1
- SOMEWHAT OF A PROBLEM 2
- VERY SMALL PROBLEM 3
- NO PROBLEM 4

74:

Q39

simple
min = 1 max = 1 l = 1

Difficulty of having a private life apart from my ministerial role.

- N =
- GREAT PROBLEM 1
- SOMEWHAT OF A PROBLEM 2
- VERY SMALL PROBLEM 3
- NO PROBLEM 4

75:

Q40

simple
min = 1 max = 1 l = 1

Finding time for recreation, relaxation, or personal reflection.

- N =
- GREAT PROBLEM 1
- SOMEWHAT OF A PROBLEM 2
- VERY SMALL PROBLEM 3
- NO PROBLEM 4

76:

Q41

simple
min = 1 max = 1 l = 1

Relationships with other clergy and staff members in the congregation.

- N =
- GREAT PROBLEM 1
- SOMEWHAT OF A PROBLEM 2
- VERY SMALL PROBLEM 3
- NO PROBLEM 4

77:

Q42

simple
min = 1 max = 1 l = 1

Having people relate to me differently because I'm a pastor.

- N =
- GREAT PROBLEM 1
- SOMEWHAT OF A PROBLEM 2
- VERY SMALL PROBLEM 3
- NO PROBLEM 4

78:

Q43

simple
min = 1 max = 1 l = 1

Difficulty of reaching people with the Gospel today.

- N =
- GREAT PROBLEM 1
- SOMEWHAT OF A PROBLEM 2
- VERY SMALL PROBLEM 3
- NO PROBLEM 4

79:

Q44

simple
min = 1 max = 1 l = 1

Looking back over the last three years how often have you doubted that you are called by God to the ministry? (READ LIST)

- N =
- Very often 1
- Fairly often 2
- Once in awhile 3
- Never 4

80:

Q45

simple
min = 1 max = 1 l = 1

In the past three years how often have you thought of leaving pastoral ministry in a congregation to enter another type of ministry position? (READ LIST)

- N =
- Very often 1
- Fairly often 2
- Once in awhile 3
- Never 4

81:

Q46

simple
min = 1 max = 1 l = 1

In the past three years how often have you thought of leaving pastoral ministry to enter a secular occupation?

- N =
- Very often 1
- Fairly often 2
- Once in awhile 3
- Never 4

82:

Q47

simple
min = 1 max = 1 l = 1

In the past three years were there persons (outside of your congregation and family) in whom you could confide about your personal or professional concerns/problems?

- N =
- Yes, several 1
- Yes, one or two 2
- No, not really 3

83:

Q48

simple
min = 1 max = 1 l = 1

Thinking back over the past year, how often have people in your congregation made you feel loved and cared for?

- N =
- Very often 1
- Fairly often 2
- Once in awhile 3
- Never 4

84:

Q49

simple
min = 1 max = 1 l = 1

During the past year, how often have the people in your congregation made too many demands on you? Would you say very often, fairly often, once in a while, or never?

- N =
- Very often 1
- Fairly often 2
- Once in awhile 3
- Never 4

85:

Q50

simple
min = 1 max = 1 l = 1

During the past year, how often have the people in your congregation been critical of you and the things you have done? Would you say very often, fairly often, once in a while, or never?

- N =
- Very often 1
- Fairly often 2
- Once in awhile 3
- Never 4

86:

Q50A

simple
min = 1 max = 1 l = 1

Would you say the criticism has come primarily from one or two members, or is it more broadly based than that?

- N =
- Primarily from one or two members 1
- More broadly based 2

87:

Q51

simple
min = 1 max = 1 l = 1

Looking back over the past year how often have you experienced stress as a result of dealing with congregation members who are critical of your work?

N =
Very often 1
Fairly often 2
Once in awhile 3
Never 4

88:

Q52

simple
min = 1 max = 1 l = 1

Over the past year how often have you felt lonely and isolated in your work?

N =
Very often 1
Fairly often 2
Once in awhile 3
Never 4

89:

Q53

simple
min = 1 max = 1 l = 1

Over the past year how often have you experienced stress because of the challenges you face in this congregation?

N =
Very often 1
Fairly often 2
Once in awhile 3
Never 4

90:

INT05

simple
min = 1 max = 1 l = 2

I would like to ask about the Post-Seminary Applied Learning and Support Program (PALS) Did you participate in the PALS program?

N =
Yes 01
No 02

91:

Q54

simple
min = 1 max = 1 l = 1

Did you complete the entire three year program in the same PALS group?

- N =
- Yes..... 1
- No, I changed groups at least once. 2
- No, I changed groups at least once and left PALS before three years 3
- No, I left PALS before three years. 4

92:

Q55

simple, ouverte
min = 1 max = 1 l = 2

Why did you leave before the three years?

- N =
- Accepted a call to a congregation with no convenient PALS group available. 01
- Scheduling difficulties prevented my continued participation..... 02
- I felt participation was no longer useful/good use of my time..... 03
- Had problems with the group facilitator. 04
- Had problems with one or more of the other participants..... 05
- Other (specify)..... 98

93:

Q56

simple, ouverte
min = 1 max = 1 l = 2

Why did you change groups?

- N =
- Accepted a call to another congregation, and had to join new group. . 01
- Other (specify)..... 98

94:

Q57

simple
min = 1 max = 1 l = 1

How would you describe the impact your PALS participation had on your transition to the parish ministry?

- N =
- Very positive 5
- Somewhat positive..... 4
- None or not sure 3
- Somewhat negative..... 2
- Very negative..... 1
- NO ANSWER/DK..... 9

95:

Q58

simple, ouverte
min = 1 max = 1 l = 2

What was MOST HELPFUL about your PALS experience?

N =

VERBATIM 98

96:

Q59

simple, ouverte
min = 1 max = 1 l = 2

If you could change ONE THING about your PALS experience, what would it be?

N =

VERBATIM 98

97:

Q60

simple
min = 1 max = 1 l = 1

How many PALS group facilitators did you have?

N =

1 1

2 2

3 or more 3

98:

Q60A

simple
min = 1 max = 1 l = 1

How would you rate your PALS group facilitator? Would you say....(READ LIST)

N =

Excellent 5

Good 4

Fair 3

Poor 2

Very Poor 1

99:

Q60B

simple
min = 1 max = 1 l = 1

How would you rate your FIRST PALS group facilitator. Would you say...

N =

Excellent 5

Good 4

Fair 3

Poor 2

Very Poor 1

100:

Q60C

simple
min = 1 max = 1 l = 1

How would you rate your SECOND PALS group facilitator. Would you say....

N =	
Excellent.....	5
Good.....	4
Fair.....	3
Poor.....	2
Very Poor.....	1

101:

Q60D

simple
min = 1 max = 1 l = 1

How would you rate your THIRD PALS group facilitator. Would you say....

N =	
Excellent.....	5
Good.....	4
Fair.....	3
Poor.....	2
Very Poor.....	1

102:

Q61

simple, ouverte
min = 1 max = 1 l = 2

What did your facilitator(s) do particularly WELL?

N =		
VERBATIM.....	98	1

103:

Q62

simple, ouverte
min = 1 max = 1 l = 2

What could your facilitator(s) have done BETTER?

N =	
VERBATIM.....	98

104:

INT06

simple
min = 1 max = 1 l = 2

FINALLY, I'D LIKE TO ASK YOU ABOUT OTHER FORMAL OR INFORMAL NEW PASTOR TRANSITION EXPERIENCES OTHER THAN PALS.

N =	
Continue.....	01

105:

Q63

multiple
min = 1 max = 5 l = 1

During your first three years in parish ministry did you experience or participate in any of the following apart from your PALS experiences.

(READ LIST - MULTIPLE CHOICES ACCEPTED)

- N =
- Find a fellow pastor(s) who served as a mentor(s). 1
- Participate in a informal group of pastors who met periodically to share common concerns/experiences.2
- Participate in a formal new pastor group
- or seminar sponsored by your District. 3 56
- Participate in a formal new pastor group or seminar sponsored by another denomination or ecumenical ministerial group..... 3
- Other program designed to assist new pastors entering parish ministry. 4
- None (THANK THE RESPONDENT AND END THE INTERVIEW)5

106:

Q64

simple
min = 1 max = 1 l = 1

How would you describe the impact of your experience/participation on your transition to parish ministry? Would you say... (READ LIST)

- N =
- Very positive 5
- Somewhat positive..... 4
- None or not sure 3
- Somewhat negative..... 2
- Very negative..... 1

107:

Q65

simple, ouverte
min = 1 max = 1 l = 2

What was MOST HELPFUL about your experience/participation?

- N =
- VERBATIM 98

108:

Q66

simple, ouverte
min = 1 max = 1 l = 2

If you could have changed ONE THING about your experience/participation, what would it be?

- N =
- VERBATIM 98

109:

Q67

multiple
min = 1 max = 5 l = 9

During your first three years in parish ministry did you experience or participate in any of the following? (MARK ALL THAT APPLY)

- N =
- Find a fellow pastor(s) who served as a mentor(s). 1
- Participate in a informal group of pastors who met periodically to share common concerns/experiences. 2
- Participate in a formal new pastor group or seminar sponsored by your District 3
- Participate in a formal new pastor group or seminar sponsored by another denomination or ecumenical ministerial group..... 4
- Other program designed to assist new pastors entering parish ministry . 5
- None THANK THE RESPONDENT AND END THE INTERVIEW... 6

110:

Q68

simple
min = 1 max = 1 l = 1

How would you describe the impact of your experience/participation on your transition to parish ministry?

- N =
- Very Positive 5
- Somewhat positive..... 4
- None or not sure 3
- Somewhat negative..... 2
- Very negative..... 1

111:

Q69

simple, ouverte
min = 1 max = 1 l = 2

What was MOST HELPFUL about your experience/participation?

- N =
- Verbatim 01

112:

Q70

simple, ouverte
min = 1 max = 1 l = 2

If you could have changed ONE THING about your experience/participation, what would it be?

- N =
- Verbatim 01

113:

INT99

simple
min = 1 max = 1 l = 2

That is all the questions we have - thank you so much for your time and your insights.

- N =
- COMPLETE CM => /END

APPENDIX C: COMPARISON OF PALS/PULPIT & PEW SAMPLES

Pulpit and Pew is a Lilly Endowment-funded project of the Divinity School of Duke University, dedicated to excellence in pastoral leadership. In 2001, Pulpit and Pew contracted with the National Opinion Research Center at the University of Chicago to conduct a survey of a national sample of U.S. clergy. The following tables report the responses of the Pulpit and Pew national sample (n = 858) with the comparable responses to the same questions from our 2007 LCMS PALS Follow Up Interviews sample (n = 189).

1. At what age did you first seriously consider that you were called to become an ordained minister or priest?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
High School (age 18 and under)	44%	33%
College (age 19-22)	17%	17%
Post-college (age 23-29)	17%	12%
Second-career (age 30+)	22%	38%

2. Did you work full time at other occupations before entering ordained ministry?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Yes	70%	70%
No	30%	30%

3. How would you describe your current position?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Senior pastor/priest/or minister	54%	8%
Solo pastor/priest/or minister	38%	74%
Interim pastor/priest/or minister	2%	0%
Assistant pastor	0%	1%
Associate or co-pastor	2%	15%
Other	4%	2%

4. In the past two years, how many persons have you personally encouraged to consider becoming a pastor/priest?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
None	23%	11%
One or more	77%	89%

5. Do you regularly take a day off each week?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Yes	66%	78%
No	34%	22%

6. How often during the past year did you take part in some form of continuing theological education lasting at least a full day?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
None	22%	11%
Once or twice	33%	48%
Three to five	28%	29%
Six or more	17%	13%

7. Do you and your lay leaders engage in an annual evaluation of your performance?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Yes	58%	44%
No	42%	56%

8. Which of these statements most accurately describes your congregation?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Our congregation has no clear vision, goals, or direction	1%	7%
We have some ideas but no clear vision	21%	24%
We have a clear vision but not enough commitment to achieving it	49%	40%
We have a clear vision and a strong commitment to achieving it	29%	29%

9. Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with the statement “this congregation is always ready to try something new”?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Strongly agree	27%	18%
Somewhat agree	49%	52%
Somewhat disagree	17%	22%
Strongly disagree	8%	9%

10. Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with the statement “The current morale of this congregation is high”?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Strongly agree	53%	39%
Somewhat agree	37%	42%
Somewhat disagree	6%	18%
Strongly disagree	3%	2%

11. Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with the statement “Members of the congregation have a sense of excitement about the congregation’s future”?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Strongly agree	54%	35%
Somewhat agree	38%	40%
Somewhat disagree	6%	21%
Strongly disagree	3%	4%

12. Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with the statement “The congregation’s leaders are willing to change programs and structures to meet new challenges”?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Strongly agree	46%	35%
Somewhat agree	41%	41%
Somewhat disagree	11%	21%
Strongly disagree	3%	3%

13. Over the last two years, has there been any conflict in this congregation?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
No conflict that I’m aware of	32%	44%
Some minor conflict	47%	39%
Major conflict	5%	9%
Major conflict w/leaders or people leaving	16%	8%
Don’t know	1%	1%

14. What was the cause of the conflict?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Finances	7%	18%
Changes in worship style	8%	10%
Changes in music style	3%	5%
Changes in other programs	7%	6%
Doctrines	<1%	8%
Pastoral leadership style	22%	12%
Lay leadership style	14%	9%
Conflicts btwn. staff & clergy	4%	6%
Issues on new/renvat. bldg.	6%	6%
Sexual misconduct	4%	0%
Issues regarding homosexuality	1%	0%
Racial issues	<1%	0%
Other	22%	20%

15. At the present, what is your level of satisfaction with your overall effectiveness as a pastoral leader in this particular congregation?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	36%	34%
Somewhat satisfied	59%	56%
Somewhat dissatisfied	4%	9%
Very dissatisfied	1%	1%

16. At the present, what is your level of satisfaction with your current ministry position?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	74%	60%
Somewhat satisfied	24%	35%
Somewhat dissatisfied	2%	4%
Very dissatisfied	<1%	2%

17. At the present, what is your level of satisfaction with your housing or living arrangements?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	74%	75%
Somewhat satisfied	19%	19%
Somewhat dissatisfied	6%	5%
Very dissatisfied	1%	1%

18. At the present, what is your level of satisfaction with your spiritual life?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	42%	48%
Somewhat satisfied	53%	47%
Somewhat dissatisfied	5%	5%
Very dissatisfied	<1%	0%

19. At the present, what is your level of satisfaction with your opportunities for continuing theological education?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	50%	41%
Somewhat satisfied	39%	35%
Somewhat dissatisfied	12%	22%
Very dissatisfied	1%	3%

20. At the present, what is your level of satisfaction with support from your denominational official?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	52%	45%
Somewhat satisfied	35%	34%
Somewhat dissatisfied	10%	16%
Very dissatisfied	3%	6%

21. At the present, what is your level of satisfaction with your relations with fellow clergy?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	52%	51%
Somewhat satisfied	36%	40%
Somewhat dissatisfied	10%	6%
Very dissatisfied	2%	3%

22. At the present, what is your level of satisfaction with your relations with lay leaders in your congregation?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	71%	63%
Somewhat satisfied	30%	32%
Somewhat dissatisfied	1%	4%
Very dissatisfied	<1%	1%

23. At the present, what is your level of satisfaction with your relations with other clergy and staff members in your church?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	73%	73%
Somewhat satisfied	25%	23%
Somewhat dissatisfied	2%	2%
Very dissatisfied	1%	2%

24. At the present, what is your level of satisfaction with your salary and benefits?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	51%	50%
Somewhat satisfied	41%	37%
Somewhat dissatisfied	6%	10%
Very dissatisfied	2%	3%

25. At the present, what is your level of satisfaction with your family life?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very satisfied	73%	76%
Somewhat satisfied	23%	23%
Somewhat dissatisfied	4%	1%
Very dissatisfied	<1%	<1%

26. Do you feel “lack of agreement over what the role of a pastor” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Great problem	6%	12%
Somewhat of a problem	22%	18%
Very small problem	32%	19%
No problem	40%	51%

27. Do you feel “difficulty having a private life apart from my ministerial role” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Great problem	8%	2%
Somewhat of a problem	33%	24%
Very small problem	26%	27%
No problem	33%	48%

28. Do you feel “finding time for recreation, relaxation, or personal reflection” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Great problem	17%	9%
Somewhat of a problem	43%	37%
Very small problem	19%	20%
No problem	22%	34%

29. Do you feel “relationships with other clergy and staff members in the church” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Great problem	<1%	3%
Somewhat of a problem	9%	5%
Very small problem	29%	13%
No problem	62%	79%

30. Do you feel “having people relate to me differently because I’m a pastor” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Great problem	3%	1%
Somewhat of a problem	28%	23%
Very small problem	34%	29%
No problem	34%	47%

31. Do you feel “difficulty of reaching people with the Gospel today” is a great problem, somewhat of a problem, a very small problem, or no problem?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Great problem	25%	16%
Somewhat of a problem	53%	51%
Very small problem	12%	14%
No problem	10%	19%

32. Looking back over the last five years (3 yrs. for PALS) how often have you doubted that you are called by God to the ministry?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very often	4%	2%
Fairly often	4%	6%
Once in a while	31%	25%
Never	62%	67%

33. In the past five years (3 yrs. for PALS) how often have you thought of leaving pastoral ministry in a congregation to enter another type of ministry position?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very often	2%	2%
Fairly often	6%	6%
Once in a while	37%	28%
Never	58%	64%

34. In the past five years (3 yrs. for PALS) how often have you thought of leaving pastoral ministry to enter a secular occupation?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very often	2%	1%
Fairly often	3%	4%
Once in a while	24%	19%
Never	71%	76%

35. Thinking back over the past year, how often have people in your congregation made you feel loved and cared for?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very often	66%	58%
Fairly often	24%	27%
Once in a while	10%	15%
Never	0%	1%

36. During the past year, how often have the people in your congregation made too many demands on you?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very often	7%	7%
Fairly often	13%	18%
Once in a while	49%	49%
Never	31%	25%

37. During the past year, how often have the people in your congregation been critical of you and the things you have done?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very often	4%	2%
Fairly often	5%	11%
Once in a while	66%	64%
Never	26%	23%

38. Looking back over the past year how often have you experienced stress as a result of dealing with congregation members who are critical of your work?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very often	8%	5%
Fairly often	9%	16%
Once in a while	56%	53%
Never	27%	26%

39. Over the past year how often have you felt lonely and isolated in your work?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very often	6%	6%
Fairly often	11%	15%
Once in a while	51%	50%
Never	32%	30%

40. Over the past year how often have you experienced stress because of the challenges you face in this congregation?

	<u>Pulpit and Pew</u> (n = 858)	<u>PALS</u> (n = 189)
Very often	13%	18%
Fairly often	26%	30%
Once in a while	48%	46%
Never	13%	7%