

Flourishing in Resident Ministry



**An Overview from
First Presbyterian Church,
Ann Arbor, Michigan**

Resident Ministry at First Presbyterian Church of Ann Arbor

This document serves as an overview of the Resident Ministry program of First Presbyterian Church of Ann Arbor, Michigan, with the intention of providing useful information to congregations or presbyteries considering the development of a similar ministry.

The materials shared here reflect the program design and structures of a 20-year ministry in a large, semi-urban congregation that sits adjacent to one of the nation's largest research universities. As of our current 2019-2021 class of Resident Ministers, First Presbyterian-Ann Arbor has shepherded ten cohorts of recent seminary graduates through their first call and launched thirty pastors into diverse forms of ministry across the United States and beyond.

Over the years, our approach has been influenced by colleagues in Resident Ministry, including Wellesley Village Church, a UCC congregation in Massachusetts; Wilshire Baptist Church in Dallas; and Second Presbyterian Church in Indianapolis. Our hope is that you, similarly, might find inspiration and ideas within what we share to adapt to your congregational context.



In the following pages, you will find more information regarding:

- Core program goals
- Program structure
- Key roles & responsibilities
- Finances

Appendices follow with additional details on:

- Responsibilities & tasks of the Resident Ministry Work Group
- Further reading & program touchstones
- Resident Minister Position description

You are welcome to address questions to:

Rev. Jay Sanderford, Resident Ministry Program Coordinator
(734) 662-4466 or jsanderford@firstpresbyterian.org

CORE PROGRAM GOALS

The First Presbyterian-Ann Arbor Residency Program provides some of the next generation's most capable Presbyterian leaders a strong entrance into congregational ministry. Over two years of immersive practice in ministry, combined with regular reflection and feedback, the residency enables new clergy to build the kind of skills and practices, both professional and personal, which will provide a firm foundation for a lifetime of effective service in pastoral ministry.



In terms of qualifications, Resident Ministers

- Are graduates of theological seminaries and have earned a Master of Divinity prior to beginning the residency program
- Are ordained, or are eligible for ordination in the Presbyterian Church (USA)
- Display excellent academic credentials and experience as well as an interest in and potential for parish ministry
- Have completed one unit of Clinical Pastoral Education (CPE)
- Are curious about ministry, pastoral leadership and the life of congregations
- Seek to learn and develop the skills, practices, habits, and craft of ministry
- Are committed to striving toward a balanced personal, family, and professional life

To help Residents grow and flourish in ministry, the program intentionally immerses Residents in a select variety of church experiences, ministries, programs, and projects; provides the necessary resources for effective ministry; and offers support, coaching, and reflection.

Residents are learning to be generalists in ministry as they gain experience and develop proficiency in critical areas of ministry:



- Pastoral care ministries such as hospital and homebound visitation
- Worship leadership, planning, and preaching
 - Serving the sacraments
 - Presiding at baptisms, memorial services, and weddings
- Local and global outreach ministries
- The evangelism ministry of the church
- The life of the congregation
- Ministry to young adults, college students, and the university community
- Leadership of the congregation
- Faith formation ministries for children, youth, and adults
- Effective communication for the congregation and community, including use of social media and digital ministry tools
- Use and integration of technology for outreach, worship, digital formation, and community connection

The immersive, purposeful nature of the program equips residents with practical skills for ministry and enriches their core vocational values so that they are ready to serve God's people with versatility and integrity. Residents leave First Pres ready to navigate the challenges of 21st century ministry and to flourish in diverse pastoral settings.

PROGRAM STRUCTURE

The Resident Ministry Program at First Presbyterian-Ann Arbor gives recent seminary graduates a sustained, reflective, and stimulating encounter with the full range of pastoral duties, roles and expectations for pastors. Distinctive characteristics of our model include:

1. Immersive

Resident Ministers at First Presbyterian-Ann Arbor are full-time pastoral staff members with broad leadership opportunities and responsibilities. Residents participate in worship leadership in week 1 and begin preaching at our 8 AM service by the end of month 1. They teach regularly in adult Sunday School classes, and gain firsthand experience working with youth, children, and families in spiritual development. They tend to pastoral needs of older adults and guide college students in their faith journeys. Residents baptize, celebrate the Lord's Supper and preside at weddings and funerals. The program offers opportunities to lead a mission trip, organize community ministry, train church leaders, promote stewardship, and welcome new members, to name just a few directions a residency might take.



2. Action-Reflection

We believe that immersive experiences become meaningful through an ongoing practice of action-reflection. Resident Ministers meet weekly with the Program Coordinator to share observations, debrief experiences, and take stock of what they are learning. Much of this reflection focuses on transformational leadership, the development of the innate strengths each Resident possesses for ministry, the formation of personal and professional resilience, cultivating healthy styles of conflict management, change management, and the nurture of vibrant churches, leaders, and ministry teams. Opportunities for personal growth are enhanced with the use of the Enneagram and other leadership assessment tools. Support in initiating a next call (at around 18 months into the program) is an outgrowth of this practice of action-reflection. To this end, the Residents work with a professional writing coach to prepare their PIF (PCUSA Personal Information Form) and a cover letter for their next position.

3. Curriculum



Beginning with a short period of onboarding, preaching and worship leadership, pastoral care, faith formation for children, youth and adults, and the development of a pastoral leadership identity are the constant elements of the Resident Ministry curriculum. Other ministry areas are added strategically over time and according to the Residents' interests and to topics pertinent to the life of the church and community. In addition to a Resident's immersive experiences, this curriculum takes shape through practicum sessions with vocal coaches and theater professionals; workshops with local educators and community leaders; participation in national conferences; and relevant articles or readings. Depending on a Resident's individual needs and interests, group and individual support may be offered from vocal coaches, preaching coaches, writing coaches, and others with expertise related to pastoral formation. Where possible, we seek to connect

Residents with congregation members, community or university resources, and/or colleagues in the presbytery for these conversations, broadening their access to different models of leadership, teaching, or preaching and deepening their connection to the congregation, community, and Presbytery.

4. Feedback

We engage in a process of formal feedback and review for each Resident at 6 months, 18 months, and upon their completion of the program. Influenced by 360 feedback models, we gather insights from church staff as well as lay people selected by both the Program Coordinator and the Resident. The Resident Ministry Work Group Chair and Program Coordinator then have a conversation with each Resident to process the feedback received and set goals for the next phase of their experience. We also rely on feedback from each Resident, which we receive informally through monthly meetings of the RMWG and through formal exit interviews. The goal of the feedback process is to facilitate learning, openness, and professional development at all levels.

KEY ROLES & RESPONSIBILITIES

Some of the most distinctive aspects of First Presbyterian-Ann Arbor's approach to Resident Ministry revolve around the broad engagement of staff and congregation members in the program, as well as our cohort model.

I. Program Coordinator

The Program Coordinator directly supervises each Resident Minister, facilitates the day-to-day direction of the program, and collaborates with church leaders to envision the long-term stewardship of this vital ministry. Key responsibilities of the Program Coordinator include facilitating weekly reflection meetings among the Resident Minister cohort, planning and executing the informal curriculum Residents progress through, organizing evaluations and feedback conversations for each Resident at regular intervals, and connecting Residents with different church committees, mentors, and conferences. In addition, the Coordinator communicates regularly with former Residents, monitors the financial dimensions of the RM program and endowment fund, and connects with other Residency programs across the country. Rev. Jay Sanderford, Associate Pastor, has served in the role of Program Coordinator since 2014.



II. Resident Ministry Work Group

The Resident Ministry Work Group (RMWG) is made up of 8-10 congregants, one of whom is a sitting elder on the Personnel Committee. Other group members include young adults, those with expertise in similar residency programs within the medical field, educators of various backgrounds, and experienced lay leaders. The group collaborates with the Program Coordinator, meeting monthly to promote the growth and care of individual Residents and to ensure the vitality of the program. Key attributes of the RMWG are members' relational support to individual Residents and to the cohort as a whole, as well as their confidence in the value of the Residency as a formative process for new pastors. Every two years, from mid-Fall through March, the RMWG provides structural support for the recruitment and hiring process for new Residents in conjunction with the church's pastors and staff. The group also takes a lead role in overseeing publicity and communications related to the program. Appendix B sketches out the typical responsibilities of the RMWG over a two-year residency cycle.

III. Resident Ministers & RM Cohort

Each individual Resident is an important contributor to the vitality of the program and the congregation, bringing unique gifts to bear in worship leadership, pastoral care, and new programs. In consultation with the Program Coordinator, there is some room for each Resident to specialize in an area of pastoral ministry in the second year of the program. Since the program's inception, First Presbyterian-Ann Arbor has called a cohort of three Residents for each two-year cycle. We view the cohort experience of peer-to-peer learning and support as an essential part of each Resident's development and particularly well-suited to our immersive, action-reflection model. The current cohort also plays a key role in recruiting the cohort that will follow. Appendix C is a position description for the Resident Minister role.



IV. Church Pastors & Staff

The entire church staff – pastoral, program and administrative – contributes invaluable to Resident Ministers' learning experience over the two years of the program. To name just a few examples, one of our Associate Pastors coaches Residents through the ins and outs of pastoral care; Residents collaborate with our Director of Music & Fine Arts to create a holistic liturgy for worship services; our Finance Manager and members of the Financial Leadership team support Residents in learning to read financial statements and understand fund accounting.



V. Session

The Session of First Presbyterian-Ann Arbor is responsible for the overall governance, finances, and care of the congregation, including the Resident Ministry program. Both the Personnel and Finance Committees of Session coordinate actively with the Resident Ministry Work Group to maintain alignment between the program's goals and the needs of the overall church.

VI. The Congregation

First Presbyterian-Ann Arbor considers itself a teaching and learning congregation. Church members appreciate and are enthusiastic about the leadership of Residents.

VII. The Presbytery

The Resident Minister positions are a validated ministry within the Presbytery of Detroit. Since the residency is a first-call position, the receiving presbytery is active in examining and approving Residents for ordination. This process typically takes place in May and June, following offers and acceptances to the program. Many Residents choose to have their ordination take place in a home presbytery, but First Presbyterian-Ann Arbor occasionally has had the honor and joy of hosting ordination services for Residents.

VIII. Program Alumni

When Resident Ministers depart for new calls after two years in ministry with us, they remain connected to our congregation and the residency program. After twenty years, we have an amazing network of talented pastors whose insights and engagement keep us abreast of the innovative and diverse forms pastoral ministry can take across the PC(USA) and beyond. We strive to share word of new calls and milestones regularly in the church newsletter. The RMWG lifts up prayer for the members of a particular cohort at each meeting, invites former Residents back to Ann Arbor to preach and teach, and we've recently launched a bi-annual Resident Ministry alumni weekend to stay connected with our Resident Minister community.



FINANCES

First Presbyterian, Ann Arbor's Resident Ministry initially received generous funding from the Lilly Endowment through a since-concluded grants program housed in their Transition in Ministry initiative. The initial grant and a renewal supported the operating costs of the program for its first ten years, with the congregation taking on a 50% commitment of the annual cost in conjunction with a third and final Lilly grant beginning in 2010.



As Lilly support diminished, the Session and congregation affirmed the significance of the Resident Ministry to the church by launching a capital campaign to establish a special endowment to support the program's ongoing operation. As of spring 2020, approximately \$4,600,00 of the \$5 million goal had been raised.

Although the intention behind the endowment is to firmly establish the financial foundation of the program, the Session determined it would be valuable to fund an ongoing annual contribution to the program from the congregation's annual budget, as a continued reaffirmation of the church's investment in this signature ministry.

APPENDIX A:

RESIDENT MINISTER WORK GROUP RESPONSIBILITIES & TASKS

As stewards of the RM program on behalf of the congregation, the RMWG's responsibility is to ensure these program elements are carried through effectively. Sometimes that means the Program Coordinator or another First Pres staff member is doing the primary work and the RMWG is checking in. Sometimes it is close collaboration between the Program Coordinator and the RMWG. Sometimes it means the RMWG is taking the reins fully.



Annual Time Line:

July-September - Recruitment & Selection (Every other year)

- Update recruitment materials (brochures, letters, website, application)
- Communicate with seminary contacts and RM network to find potential candidates

October-December

- Update interview weekend schedule, reference and interviewing questions
- Review/adjust as necessary interview weekend schedule
- Communicate with interested candidates
- Church staff/RMWG members to make visits to seminaries as feasible

January-March

- Review written applications and decide on 7 candidates to invite for interview weekend
- Make calls in teams to references for each
- Arrange travel, lodging & in-town transport, as well as Ann Arbor welcome packets, for interview weekend
- Communicate interview weekend itineraries/schedules to candidates, church staff, RMWG and complete church event-planning checklist as necessary
- Compile bios/photos of church staff & work group members for candidates
- Plan & host meals at RMWG homes (2; one potluck, one fully catered) and with staff at church (Saturday evening; catered)
- Gather and consider feedback on candidates from church staff; deliberate on whom to select

Spring-Summer

- Attend CPM and Presbyterian examinations for incoming RMs
- Assist RMs with moving to Ann Arbor
- Acknowledge/celebrate ordination of incoming RMs
- Plan and host welcome event with RMWG

Curriculum:

- Review and update curriculum structure as necessary in consultation with Program Coordinator; offer curriculum resources/ outside speaker ideas as requested
- Occasionally attend RM preaching practicums and offer actionable, constructive feedback
- Attend 8 am service to observe RM worship leadership/preaching and offer actionable, constructive feedback



Feedback and Review:

- Implement comprehensive evaluation of each Resident at 6 months & 18 months (online survey for staff/RWG/selected congregants; debrief conversation of results with Program Coordinator, Chair of RMWG, Resident)
- Maintain open lines of communication with each Resident to receive informal feedback throughout program
- Solicit formal feedback from each RM about program structure, curriculum supervision, ideally shortly following each individual assessment period, and at exit.
- Review & update feedback & review format as necessary



Next Call Support:

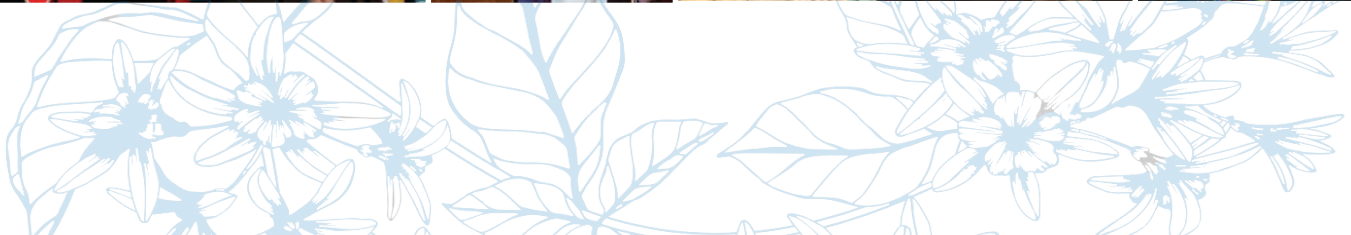
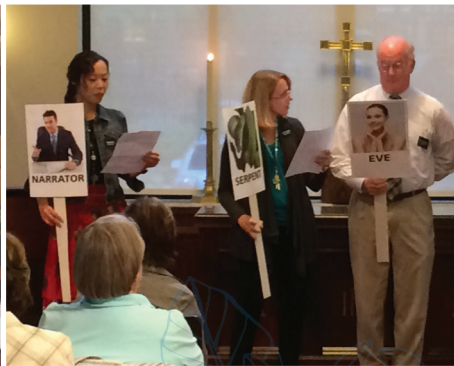
- Provide audio/visual resources for recording and distributing RM worship leadership & preaching
- Provide resources and feedback for resume and PIF writing
- Provide mock interview opportunities as requested

Hospitality:

- Provide welcome and ongoing check-in opportunities for RMs
- Acknowledge and celebrate each RM's ordination with gift/reception
- Plan and host farewell receptions for each Resident

Coordination:

- Plan and execute monthly RMWG meetings; submit minutes to Personnel Committee
- Attend Personnel Committee meetings occasionally to update/provide input on RM issues
- Coordinate with RM Endowment Committee, Financial Stewardship Committee, and Session to track and sustain RM program financially
- Submit annual report to the congregation
- Recruit new RMWG members for a 3-year term to replace those rotating off
- Recruit, train, and support RM liaisons
- Communicate with RM groups and coordinators in national network, as needed
- Keep in touch and receive updates from former RMs; communicate updates to RMWG & congregation
- Plan & host First Pres RM reunion events to stay in touch with Residents and sustain overall Resident Minister community



APPENDIX B: FURTHER READING & PROGRAM TOUCHSTONES



Bass, Dorothy C. and Dykstra, Craig, eds. *For Life Abundant: Practical Theology, Theological Education and Christian Ministry*.

William B. Eerdmans Publishing Company, Grand Rapids, MI, 2008. Particularly chapters 11, 12 and 13.

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Bloom, Matt. *Flourishing in Ministry: How to Cultivate Clergy Well-Being*. Rowman & Littlefield, Lanham, MD and New York, NY, 2019.

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Mason, George. *Preparing the Pastors We Need: Reclaiming the Congregation's Role in Training Clergy*. Alban Institute. 2012.

Marty, Peter W. "Called to Account: The Importance of Pastoral Evaluations." *Christian Century*, July 22, 2015.

Mather, Michael. *Having Nothing, Possessing Everything: Finding Abundant Communities in Unexpected Places*. William B. Eerdmans Publishing Company, Grand Rapids, MI, 2018.

Miller, Holly G. "Easing the Transition: From Seminary to Parish Ministry," (Alban Institute, Jan/Feb. 2002); p.11.

Patel, Eboo. *Interfaith Leadership: A Primer*. Beacon Press, Boston, MA, 2016.

Phillips, Nate. *Do Something Else: The Road Ahead for the Mainline Church*. Cascade Books, Eugene, OR, 2016.

Rath, Tom. *Strengths Based Leadership*. Gallup Press, New York. 2008.

Rendle, Gil. *Quietly Courageous: Leading the Church in a Changing World*. Rowman & Littlefield, Lanham, MD and New York, NY. 2019.

Rohr, Richard and Ebert, Andreas. *The Enneagram: A Christian Perspective*. Crossroads, New York. 1999.

Root, Andrew. *The Pastor in a Secular Age*. Baker Publishing Group, Forest Hills, MI, 2019.

Salvatierra, Alexi & Heltzel, Peter. *Faith-Rooted Organizing: Mobilizing the Church in Service to the World*. IVP Press, Downers Grove, IL. 2014.

Scharmer, Otto. *The Essentials of Theory U: Core Principles and Applications*. Barrett-Koehler Publications, Oakland, CA. 2018.

Sinek, Simon. *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Penguin Books, Ltd., London, UK, 2018.

Steinke, Peter L. *Uproar: Calm Leadership in Anxious Times*. Rowman & Littlefield Publishers, Lanham, MD and New York, NY, 2019.



Thompson, Dean K. and Murchison. *Mentoring: Biblical, Theological and Practical Perspectives*. William B. Eerdmans Publishing Company, Grand Rapids, MI, 2018.

WorkWell Flourish in Ministry Project, University of Notre Dame:
<https://workwellresearch.org/research-projects/flourishing-in-ministry/>



APPENDIX C:

RESIDENT MINISTER POSITION DESCRIPTION

Employee Name	Revs. Andrew Frazier, Khayla Johnson & Amy Ruhf		
Department	RESIDENCY PROGRAM	Non-Exempt	Full-Time

SUMMARY

As a unique and integral member of the clergy and leadership team at First Presbyterian, a Resident Minister demonstrates service to the congregation and devotion to learning the craft of professional, pastoral leadership. Residents are respected, resilient and agile preachers, pastors, leaders, facilitators, counselors and administrators serving a large community of faith. They bring fresh gifts of insight and imagination and share a passion for the challenges of shared ministry.

The Residency Program enables recent seminary graduates to build skills and practices, professional and personal, to provide a firm foundation for a lifetime of effective ministry service. Resident Ministers receive broad leadership opportunities and responsibilities, and gain experience and develop proficiency in preaching, teaching, pastoral care, mission, evangelism, formation, administration and congregational leadership.

REPORTS TO

- Associate Pastor, Resident Ministry & Mission

SUPERVISORY RESPONSIBILITIES

- None

EDUCATIONAL REQUIREMENTS

- Recent graduate of an accredited theological seminary
- Have earned an Master of Divinity prior to beginning the Program
- Are ordained, or are eligible for ordination, in the Presbyterian Church (USA)
- Display excellent academic credentials, references and experience
- Have completed at least one unit of Clinical Pastoral Education (CPE)

EMOTIONAL REQUIREMENTS

- Strong interest in and potential for pastoral leadership and the life of congregations
- Desire to learn and develop the skills, practices, habits and craft of parish ministry
- Self-assessment; ability to accept constructive criticism and willingness to learn from it
- Committed to striving toward a balanced personal, family and professional life
- Committed to managing competing time demands, maintaining outside interests, honoring the body through attention to diet and exercise, and seeking growth opportunities

CRITICAL “CORE COMPETENCIES” OF MINISTRY

- Pastoral care ministries, such as hospital, life care facility and homebound visitation
- Preaching, worship planning and leadership
 - Serve the sacraments
 - Preside at baptisms, memorial services and weddings
- Local and global outreach ministries
- The evangelism ministry of the church
- The life and leadership of the congregation
- Faith formation and ministry to children, youth, young adults, families and adults

ESSENTIAL JOB FUNCTIONS

[Fundamental duties the individual must perform, with or without accommodation; removal of these functions fundamentally changes the job]

- **Development of a Pastoral Identity & Leadership Style**
 - Develop a resilient pastoral identity, forming habits of work and leadership that will contribute to a long-term ministry, sustainable vocational ministry and healthy lifestyle
 - Form a pastoral imagination and ability to understand and guide individual, group and congregational dynamics
 - Participate in church staff meetings, worship and program planning, and planning retreats
 - Probe, reflect and discuss events, challenges and situations in congregational life with core leaders/ ministers
 - Read and reflect on assigned readings and engage in professional growth opportunities
 - Learn the concepts and practices of transformative pastoral leadership, including leadership theory, family systems, appreciative inquiry and positive organizational change
 - Discover theological foundations of ministry for the post-modern church and world
- **Preaching & Worship**
 - Participate in worship planning, including collaboration with pastors, musicians and program directors
 - Preach monthly, particularly at the 8 a.m. Worship Service; serve as liturgist(s) for the 9:30 and 11 a.m. Worship Services, writing liturgy & prayers, presiding in worship and sharing sacraments
 - Participate/officiate at memorial services, weddings and baptisms
 - Create and lead seasonal worship services and other special events
- **Pastoral Care**
 - Visit hospitalized, sick and shut-in members in homes, hospitals, life care and rehabilitation centers
 - Provide pastoral attention, counsel, care and compassionate support to older adults
 - Keep accurate and confidential records of visits by pastors and care givers using a database
 - Officiate at baptisms, memorial services and weddings as requested by families and by staff colleagues
- **Teaching & Faith Formation**
 - Teach regularly in children's, youth and adult Sunday School classes and groups
 - Serve as a teaching team member for children, youth or adult classes
 - Design and teach adult formation series
 - Assist New Member classes
 - Share essentials of the Reformed tradition, history, polity and mission, and teach core concepts of Christian faith
 - Teach Officer Training classes for newly-elected Deacons and Ruling Elders
 - Design and lead spiritual growth opportunities for youth, children, families and adults; engage in practices of spiritual development, e.g., pilgrimages, retreats and mission trips
 - Serve as leader in UM campus and young adult ministry
 - Nurture and support students' and young adults' faith, questions and calls to ministry
 - Provide pastoral support and appropriate leadership for the T2A2 group for young adults
 - Participate in mission planning, coordination and promotion
 - Participate in and lead local community involvement with area ministries, programs and agencies serving distressed persons and families
 - Integrate mission experience with faith formation
 - Guide global teams in healthy, active partnerships with mission projects and co-workers around the world
 - Promote and interpret mission using print, web and social media
- **Evangelism and New Member Development**
 - Develop practices of evangelism, outreach and compassion in the life of the church and community
 - Welcome guests warmly and rapidly assimilate them into the life of faith and ministries of First Pres
 - Use events and Church programs to reach out to the community and connect with unchurched people
 - Practice effective use of print, web and social media for effective outreach and ministry

- **Congregational Life**
 - Develop opportunities for congregational fellowship, friendship and spiritual development
 - Support ministries and events for a wide range of age-specific groups
- **Administration**
 - Resource select session committees to gain a working knowledge of church administration, including communications, financial management and stewardship, personnel and technology
 - Learn to organize committees and teams for effective ministry, coordination and communication
 - Attend Session meetings and pre-meeting planning activities
 - Become familiar with the Clerk of Session and his/her work.

SUPPLEMENTAL FUNCTIONS

[Duties the individual must perform, with or without accommodation; removal of these functions does NOT fundamentally change the job]

- Function in accordance with the Personnel Manual
- Regular and routine onsite attendance
- All other duties as assigned

EQUIPMENT

- Phones
- Computer/Laptops/Tablets
- Monitors/Televisions
- Printers/Copiers/Scanners
- Projectors

SOFTWARE PROFICIENCY

- Social Media platforms
- MS Office (Word, Excel, PowerPoint)
- Google Suite (Docs, Sheets, Forms)

PHYSICAL ACTIVITIES AND DEMANDS

- Ascend or Descend – Ability to move on an incline or decline

WORK ENVIRONMENT

- Indoor and outdoor environments

DISCLAIMER

This job description should not be construed as an exhaustive list of duties and responsibilities performed by persons assigned to this classification. It is not intended to limit or in any way modify the right of any supervisor or manager to assign, direct and control the work of employees under his/her supervision. All principle duties and responsibilities of this position are essential functions of the position. Job descriptions are reviewed on a regular basis and may be revised at any time. Revisions will be communicated to employees within the classification. This job description does not constitute a contract of employment; therefore, the Church may exercise its employment-at-will rights at any time. All prospective employees are subject to a successful background check prior to being hired and must follow the Church's Child and Youth Safety Guidelines.

I have received and understand this position's job description.

Employee Printed Name

Employee Signature

Date



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PRESBYTERIAN**
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