

March 10, 2025

Dear Diocesan Community,

As Co-Chairs of the **Healthy Congregations Task Force**, we are pleased to share with you this document that outlines key results from the Holy Cow! Landscape survey that we administered back in October of 2024. This document attempts to present the survey's major findings as identified by our consultant, in a format that does not require advanced data analytical training, though we are also sharing the more technical report on the Diocesan website as well.

Participation and Demographics

We are pleased to report to you that 815 individuals in our diocese completed the assessment. This included 169 actively serving clergy, 30 retired clergy, and 616 laity (of whom 269 were current vestry members or officers). Our consultant was pleased with this level of response, which ensures that we can be statistically confident that the results have general validity.

With regard to a few particular demographics, the breakdowns were as follows:

Age of Respondent: 51% of survey respondents were over 65 years old.
44% were between 65 and 35 years old.
5% were under age 35.

Size of Current Congregation:

~ 60% of respondent congregations have an A.S.A. of 25-75.
~ 15% have an A.S.A. of under 25
~ 20% have an A.S.A. of 76-225
~ The remaining 5% either didn't know, or had A.S.A. over 226.

Length of Tenure in current congregation:

46% less than 10 years
19% 10 to 20 years
34% 20 years or more

Ethnic Background (as optionally reported by survey takers):

Black/African American 7%
White 82%
Indigenous/First Nations People <1%
Latino/Hispanic/Spanish Origin <1%
Asian 2%
Other 9%

Satisfaction and Energy

As those of you who have used Holy Cow! in your congregations may recall, the two primary metrics they use to understand an organization are Satisfaction and Energy. **Satisfaction** is the sense of peaceful contentment, wholeness, and belonging that we have when we are working alongside each other in shared ministry and discipleship. **Energy** is the extent to which we have a compelling sense of purpose, personal passion for and alignment with what we are trying to accomplish, a strong connection to the “why” of what we do as a diocese. Satisfaction and Energy are what undergird effective mission and ministry in Christian community.

Overall Satisfaction

(Question: On the whole, I am satisfied with how things are in our Diocese.)

21% Clearly agree
56% On the Fence
22% Clearly disagree

When benchmarked against peer judicatories, our Satisfaction rating is LOW.

Overall Energy

(Question: In our Diocese, it seems to me we are just going through the motions. There isn't much excitement about it among our members.)

18% Clearly agree
59% On the Fence
23% Clearly disagree

When benchmarked against peer judicatories, our Energy rating is AVERAGE.

Quadrant Mapping

Holy Cow!'s methodology combines the “high/low” Satisfaction and Energy results into a grid, placing organizations into one of four quadrants:

High Energy / Low Satisfaction quadrant is the “chaos” quadrant. Organizations are often struggling to structure and channel their energy into a direction they feel good about.

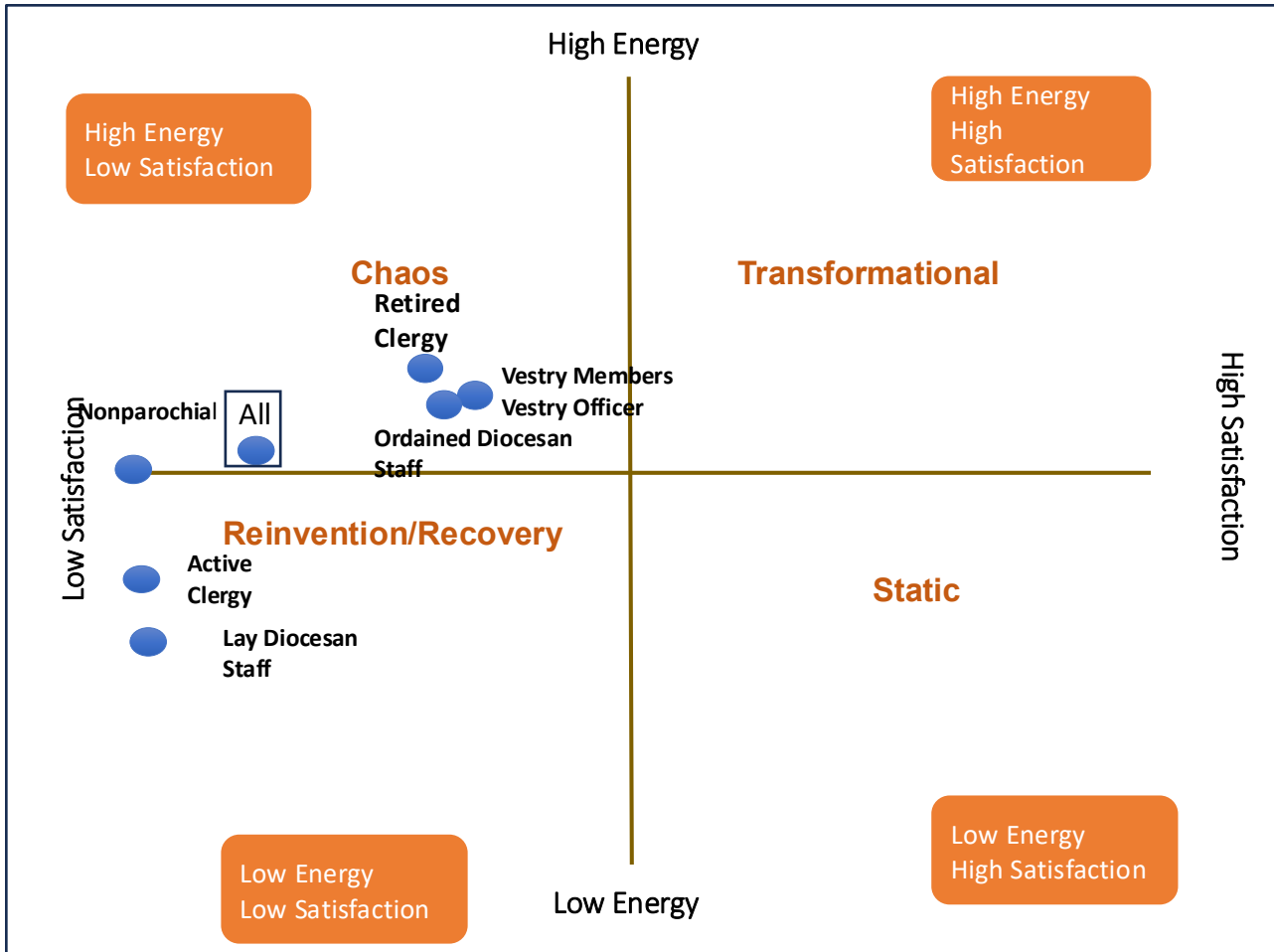
Low Energy / Low Satisfaction quadrant is the “reinvention/recovery” quadrant. Organizations in this quadrant require major changes in order to regain significant vitality & health.

Low Energy / High Satisfaction quadrant is the “static” quadrant. Organizations in this quadrant have normalized a low level of vitality which enables them to be relatively satisfied.

High Energy / High Satisfaction quadrant is the “transformation” quadrant. Organizations in this quadrant may choose strategies of expansion, replication, and impact.

Our survey data places our Diocese into the “chaos” quadrant (see ALL in the chart below).

When the data is broken out by role there are differing results, particularly for Active Clergy and Lay Diocesan Staff whose Energy/Satisfaction responses fall into the “re invention/recovery” quadrant. What is common in every role-demographic is the report of low Satisfaction, which suggests that having a confident and peaceful sense of belonging to a clear Diocesan mission, vision, or community is not broadly experienced.



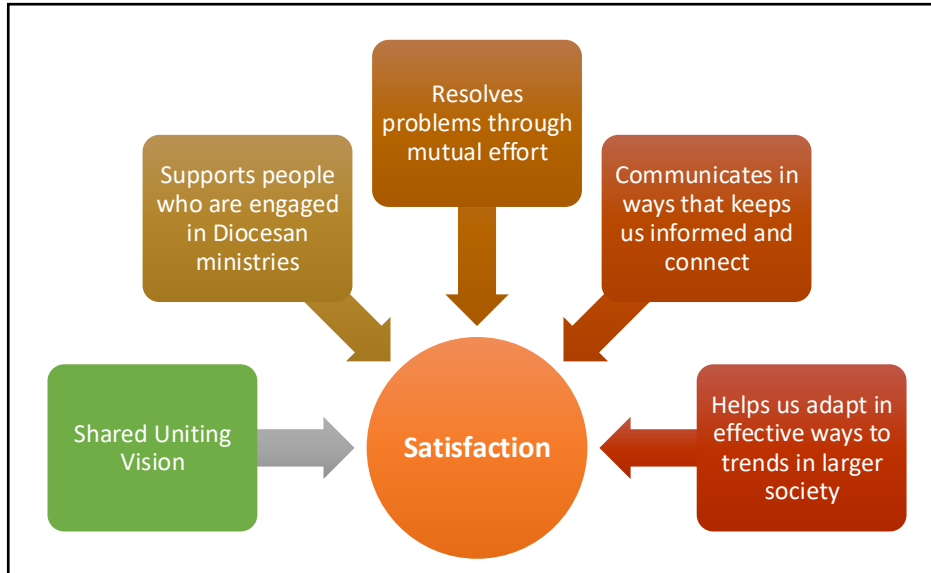
3-year Strength Trajectory

Our survey results indicated that we are nearly perfectly split on the question of whether our Diocese is stronger or weaker than it was three years ago, which is LOW relative to peer judicatories. This reveals significant anxiety in our Diocesan system as people are waiting to see where we are going together. While this is perhaps to be expected during a time of Episcopal transition when the survey was conducted, it was also noted by our consultant that other results in the survey suggest the anxiety in our Diocesan life may be something more longstanding. This result is further indicative that our Diocese does not yet widely experience a common sense of purpose or shared “why” for our Diocesan life.

Drivers of Satisfaction + Energy

“Drivers” are aspects of our communal experience that, when evident, increase people’s Satisfaction and Energy. From a lengthy list of possibilities, the survey undertook to identify the key drivers of Satisfaction and Energy specific to our Diocesan community. These are our results:

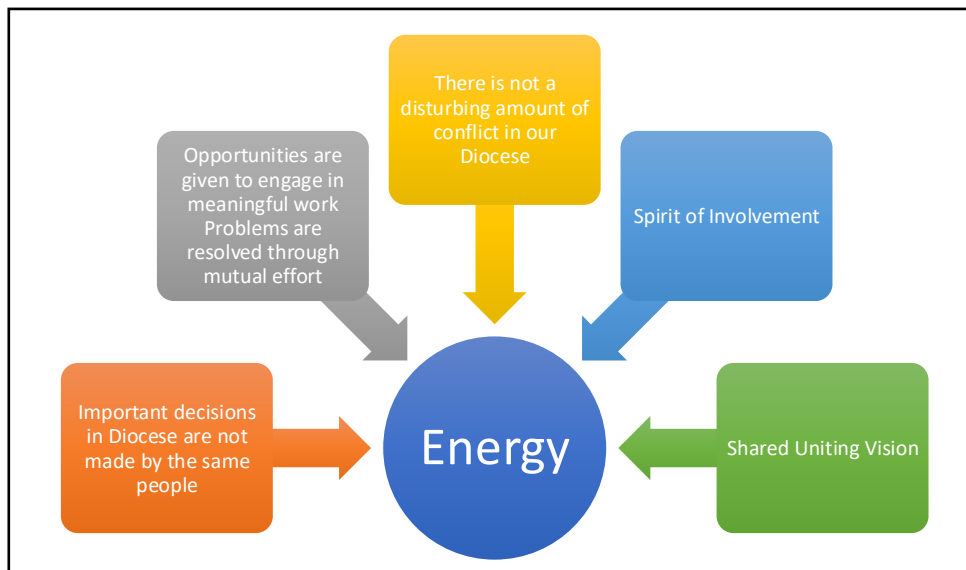
Our Drivers of Satisfaction



The data indicate that our top five drivers to increase Satisfaction are:

- Developing a shared and uniting vision.
- Supporting persons who are serving in various Diocesan ministries.
- Resolving problems through mutual effort.
- Communicating in ways that keep us informed and connected.
- Helping us recognize and adapt effectively to trends in larger society.

Our Drivers of Energy



The data indicate that our top five drivers to increase Energy are:

- Broadening access to decision making
- Resolving problems through mutual effort.
- Improving our ability to address conflict within our Diocese.
- Building a culture of involvement, invitation, and participation.
- Helping us recognize and adapt effectively to trends in larger society.

Some of the drivers overlap both Satisfaction and Energy, suggesting that pursuing them effectively would likely lead to increases in both metrics.

Top Three Priorities

Priorities are areas of focus that our Diocesan community identifies as needing our collective attention. By tabulating responses across multiple indicators and questions, our Landscape survey was able to reveal the top three priority areas where people in our Diocese would like our Diocesan system (all parts) to put significant energy.

Congregational Leadership There is a desire for our Diocese to take a leadership role in working with churches that are struggling. This includes: clergy transitions, times of conflict, financial unsustainability, property management, and support for missional discernment.

Congregational Growth Equip pastors and other congregational leaders with strategies to enable them to reach new members. Because a stated desire for growth does not always mean readiness for growth, the equipping work here can involve both facilitating introspection for congregations and offering tools/pathways for growth.

Organizational Structure There is a desire to streamline our Diocese organizationally and administratively so that it makes better use of our common resources (human, financial, physical). This includes looking at our governance structures, committees, task forces, as well as staff roles and responsibilities. When this priority appears in the top three, it can also indicate a lack of understanding or awareness about how to access support and resources at the Diocesan level.

Change Readiness





The survey asked **how much change would be required** to make significant progress towards becoming the Diocese we want to be. Responses indicated a desire for a HIGH level of change:

- 0% Almost no change
- 10% Small amount of change
- 46% Moderate amount of change
- 35% Large amount of change
- 10% Change nearly everything

Diocesan Longings

Finally, in reviewing the entirety of the survey data, our consultant noted four particular longings that appeared again and again in different forms through the various questions. These longings represent some of our heart needs that, if we work on them together, will make it much more possible to progress on our identified Drivers and Priorities.

The infographic features a black background on the left with white zigzag lines at the top, a light green circle, and a white circle with black diagonal stripes at the bottom. On the right, four light gray rounded rectangles contain icons and text:

-  Strategic clarity and consistent direction with quality communication
-  Strengthening of trust in Diocesan Leadership with transparency and gifted leaders – right people in the right seats on the bus
-  Effective conflict management skills
-  A deepening of care and support for each other

Our Diocesan Longings include:

- + Strategic clarity and consistent direction with quality communication
- + Strengthening of trust in Diocesan Leadership with transparency and gifted leaders – right people in the right seats on the bus.
- + Effective conflict management skills.
- + A deepening of care and support for each other.

We know this is a lot of information and not necessarily easy to prayerfully digest. However, we hope it is presented clearly enough to communicate some key findings and trends. Thank you again to everyone who participated in the Landscape Assessment Survey last fall, and to all who bring their time, energy, and faithfulness into our Diocesan life.

The Rev. Lynn Campbell and Dr. Brian Litzenberger
Healthy Congregations Task Force Co-Chairs