

IN THE INTERIM
A STEP-BY-STEP GUIDE
FOR CONGREGATIONS AND MINISTERS

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IN THE INTERIM

WHEN A MINISTER LEAVES

News that a minister's days among the congregation are drawing to a close—whatever the reason—always triggers a variety of emotions among parishioners. This one will be grieving over the loss of a person who was central to the religious community. That one will be relieved. If the minister is leaving under pressure, chances are some people are feeling guilty, some vindicated, others angry. Regardless of the circumstances, after the dust settles most people's more considered response will be uneasiness, uncertainty: what does the congregation do now?

In the Interim is designed to guide the congregation's leadership toward an answer to that question. Although the loss of a minister is difficult, it also opens up new opportunities. The one- to two-year period it usually takes to find a new minister can be an exciting, even transformative, when devoted to self-examination and institutional renewal.

UNIQUE OPPORTUNITY, COMMON PROBLEMS

Rarely in the life of any human institution—congregation, business, nation, or household—is there such a chance to begin anew. The interim period between called ministers offers such an opportunity, providing the breathing space during which a congregation can review its goals, assess its programs, consider the quality of its life in common, and “tune up” for a new era. A palate cleanser, if you will.

Although people's natural instincts will be to simply “hold the fort” in the mean time, certain factors will operate nevertheless. Emotions may swirl around the departed minister, and fault lines open among factions. As the power structure realigns, some leaders step back and others step forward to fill the power vacuum caused by a ministerial vacancy. Anxieties surface over having to fill the pulpit and to provide for pastoral care, rites of passage, and administrative oversight. Canvasses may fall short, the church staff feel overwhelmed, momentum stall, and anxiety-driven conflict rend the fabric of congregational life. Compounded, these stresses will weigh heavily on the next called minister.

Only in the last twenty years or so have many religious institutions—Unitarian Universalist, Roman Catholic, Lutheran, Episcopalian, Presbyterian, United Church of Christ, American Baptist, and synagogues Reform, Conservative, and Orthodox—developed consistent strategies to deal with the phenomenon of transition in ministerial leadership. Why? Because mobility in ministry, as in most professions, has markedly increased. (The median length of stay of a called minister in a Unitarian Universalist congregation is now eight years.) In response to research conducted by the Alban Institute of Bethesda, Maryland, the UUA's Settlement Office began to urge what it had only rarely advised before: that every congregation seeking to replace a minister who had departed for any reason hire a transitional minister for the interim between called ministers. What the Alban research had established was quite clear: congregations that do not hire an intentional interim minister for the transition between called ministers often find themselves having called an unintentional interim minister instead. At best the next minister will have heavy going. At worst the minister will not last. And indeed, among us the practice of hiring an interim minister has proven so successful that in the last five years only one or two congregations per year that could have hired an interim minister have not done so. In all but three cases their experiences during that year led them to extend their interim period in order to hire an interim minister for the following year.

To enable congregations to heal and to enrich their sense of religious community during this transitional period, the specially trained interim minister seeks to:

- bring the reassurance that a seasoned professional is working with the congregation. Momentum will not be lost. The search for a new minister will not be unduly pressured. The disaffected can return freely.
- deal with "termination emotions" surrounding the former minister who, whether liked or disliked, was at the center of a web of relationships now tender, often torn. Unless these emotions are discharged, they will "dump" onto the incoming minister.
- help the congregation review its operations and clarify its goals. The new called minister will thus find a congregation tuned up and ready to move ahead, instead of waiting for the new minister to define and inspire it.
- model a different but still successful style of ministry, thus showing the congregation (for many of whom the departed minister may have been the only UU minister they've ever known) that more than one ministerial style can be effective.

Additional guidance on the possibilities offered by an interim ministry can be found in a fine book on the subject designed for lay leaders, published by the Alban Institute: *Temporary Shepherds: A Congregational Handbook for Interim Ministry*, edited by Roger Nicholson, available from the UUA Bookstore [[link](#)].

THE UUA'S INTERIM MINISTRY PROGRAM

There have always been ministers available to fill a vacant pulpit until a new minister is called. However, recognition of the complexities inherent in this period has led the Unitarian Universalist Association's Settlement Office to develop a specialized program for ministers who make interim work their calling. Ministers who complete the program are awarded the Accredited Interim Minister (AIM) designation, attesting to their competence in the primary work of parish ministry and as resident consultants, able to assist congregations in reviewing and revitalizing their operations. In addition to the abilities to carry out the normal responsibilities of congregational ministry, including worship and pastoral care, they possess specific skills in:

- assisting the congregation in claiming and honoring its past and in healing its griefs and conflicts
- illuminating the congregation's unique identity, its strengths, its needs, its challenges
- clarifying the multiple dimensions of leadership, both ordained and lay, and aiding the congregation in navigating the shifts in leadership that accompany times of transition
- renewing connections with available resources, within and beyond the UUA
- enabling the congregation to renew its vision, strengthen its stewardship, prepare for new professional leadership, and engage its future with anticipation and zest

Ministers who have been admitted to this program and are currently involved in prescribed training are referred to as Accredited Interim Ministers-in-Training (AIMITs). To learn about the requirements for admission to and completion of this program, see Appendix C [\[LINK\]](#).

The number of congregations requesting interim ministers always exceeds the number of AIMs and AIMITs available. The gap is filled by ministers in various circumstances: new seminary graduates, transfers into our ministry from other denominations, returnees to the parish from other work, recent retirees seeking only temporary posts, and ministers growing restive or discontented in their current settlement and believing a year's temporary position preferable to continuation in place.

Clearly, the choice of an AIM or AIMIT increases the likelihood of a successful interim. It should be noted, however, that except under most unusual circumstances, no interim minister arrives untrained. The Settlement Office conducts an annual summer "Orientation to Interim Ministry," in which every new interim minister, even if intending to serve only a single interim year, is expected to participate. Ministers commit 1.5 percent of their salary (i.e. salary plus housing allowance) toward the cost of the Orientation (see the UUA-recommended contract in Appendix B [\[LINK\]](#)).

FINDING AND HIRING AN INTERIM MINISTER

Unlike a called minister, whose "call" comes from the congregation as a whole, interim ministers are hired by the governing board. Because an interim minister's placement is only temporary, because the time between the minister's announcement of departure and the interim's desired arrival is short, and because the demand for AIMs, AIMITs, and other experienced interim ministers exceeds the supply, the interim hiring process is simple, brief, and competitive. For the usual August or September start, applications received in the Settlement Office by April 1 that meet the conditions described in "Compensation and Other Contractual Matters" (below) will be eligible for the early preference pool for AIMs and AIMITs. Otherwise, applications will receive first come, first served consideration.

The Settlement Director strives to supply to each congregation a list of interim ministers most capable of serving it well, taking into account both the terms of its offer and the needs of all congregations from which have been received. A congregation interested in being served by a particular interim minister is asked to direct its interest to the Settlement Office, not to the minister. Ministers are specifically discouraged from *sub rosa* politicking among congregations for an interim position.

The recommended process, step by step:

The governing board . . .

- or sometimes the congregation, votes to hire an interim minister
- considers the challenges the congregation faces and completes an on-line Application for Interim Minister (Appendix A [\[LINK\]](#)) to the Settlement Office
- appoints an interim task force, often a board subcommittee, to identify and recommend to the board the appropriate interim minister

The interim task force . . .

- readies an informational packet

The task force's packet will include: several recent orders of service, several current newsletters, the annual report, budgets for the current and preceding years, the by-laws, a church directory, any current short- or long-range plan, the departing minister's resignation announcement, the proposed interim contract, the names of District or UUA staff members familiar with the congregation as references, and information on the locale

The prospective interim minister . . .

- completes the on-line Application for a Ministry Position and Ministerial Record, and the Application for an Interim Ministry Position (Appendix D [[LINK](#)]), and readies an informational packet

The minister's packet will include: sermon texts, sample newsletter articles, perhaps a reflection on the role of the interim minister, the names of board members of current and former congregations as references, and a photo that may be used for publicity purposes if agreement is reached

The Settlement Director . . .

- lists (usually) three appropriate ministers, making their Ministerial Records available on line to the task force

The interim task force . . .

- after studying the Ministerial Records, determines its interest in each minister, and delegates one member to call each to discover reciprocity of interest
- exchanges packets by overnight express with ministers in whom it is interested
- reviews the packets and calls all references, including UUA Field Staff of the candidate's current District, whether listed as a reference or not
- calls additional references it may have turned up in speaking with the references the minister provided
- conducts a conference call by appointment, all committee members present, with each minister with whom there is mutual interest, reviewing the proposed contract as part of the phone conversation
- decides upon its favored candidate, informs the minister of its decision, and exchanges executed documents subject only to
 - approval by the governing board
 - satisfactory criminal conviction background check
- if desired, within the week brings the minister into town at the congregation's expense; this visit can also include a search for rental housing
- presents the minister to the board in conjunction with this visit, if any, or otherwise immediately
- returns packets promptly (within one business day) to those not selected

The governing board . . .

- satisfies itself that the task force has done an adequate job of checking reference and conducting a background check

- reviews and acts on the recommendation, up or down
- if the decision is affirmative, approves the contract, negotiating within hours such points as may remain; **agreement has not been reached until a contract has been signed by both parties** (see Appendix B [LINK])
- if the decision is negative, directs the task force either to seek agreement with its second choice or to ask the Settlement Director for an additional list

COMPENSATION AND OTHER CONTRACTUAL MATTERS

"Salary plus Benefits and Expenses" vs "Total Cost of Ministry"

For many years, the compensation of UU ministers has been denominated by the Total Cost of Ministry (TCM) and its components. Those included salary, clergy housing allowance, contribution in lieu of FICA, retirement plan contributions, insurance premiums (life, health, dental, long-term disability), and a professional expense allowance. Effective for positions in ministry to be filled on or after January 1, 2005, the Settlement Office denominates compensation by a more standard salary plus benefits approach. Under this approach, compensation will be listed in terms very close to those used to describe the compensation received by the vast majority of employed persons: as salary (including clergy housing allowance) plus a standard array of benefits and professional expenses recommended by the UUA Church Staff Finance Office.

In order to become familiar with the new, and for most layfolk far more comprehensible, approach to ministerial compensation, please see the material on the topic in the *Settlement Handbook*. [LINK to "**The standard salary plus benefits & expenses plan in practice**" heading of the *Handbook*]. The UUA expects congregational compensation of interim ministers to meet Fair Compensation status, with AIMs and AIMITs being compensated at midpoint for the size of congregation served.

Vacation Guidelines

Because career interim ministers must spend half the summer each year in the arduous task of relocating, and because they often seek to counteract the loneliness of their chosen field by maintaining a permanent residence to which they return for renewal, AIMs and AIMITs expect two months of paid vacation. The most common arrangement is for a congregation to pay its departing minister through July, and to pay the interim minister from August through the following July, with the initial and final months designated as vacation. Similar in result but more flexible still is for a congregation to contract with its interim for ten months of service, paying for it over twelve months.

Interim ministers in search of a permanent position often keep to the more usual schedule typical among called ministers: one month vacation plus one month "on call," with the on-call time allocated in part to three or four pre-candidating weekends plus a candidating week.

Moving Expenses

When an interim minister must relocate in order to reside within fifty miles of the church to be served, the church should expect to provide 100 percent of all eligible relocation expenses actually incurred, up to 10 percent above and beyond salary plus housing. Eligible expenses include the minister's transportation to the interim site by air, rail, or car, with lodging and meals (at reasonable local rates) en route, and moving by a licensed moving company of the minister's

professional materials, personal items, household effects, and automobile. It is the minister's responsibility to keep accurate records and accompanying receipts.

Other Contractual Matters

The recommended interim ministry contract in Appendix B [\[LINK\]](#) is brief, as befits an engagement arrived at with dispatch. Note that it incorporates by reference the customary relationship between a minister and a congregation, and the obligations of each, as described in Model Agreement B in *Recommendations Concerning Ministerial Agreements* [\[LINK\]](#).

THE INTERIM YEAR BEGINS

Introductions Are in Order

The way a congregation is informed about the interim minister selected by the governing board will go far in determining congregational response to that ministry. If the announcement feels like business as usual – just a few lines in the newsletter – the congregation will be unprepared to take advantage of the opportunities that lie ahead. The enthusiasm of the congregation's leaders can be contagious. While the format of the introduction is limited only by the leaders' imagination, the spirit should be celebratory.

The Interim Minister Arrives!

The arrival of any new minister, interim or called, senior, associate, or assistant, is cause for celebration, and an opportunity for the congregation to act upon its commitment to the well-being of others. Even if congregational activities have subsided for the summer, the welcoming committee should be able to muster assistance in getting settled, help in unpacking, a casserole, a street map, the name of a trusted doctor or dentist. Such warmth and thoughtfulness will set the tone for a relationship of mutual care.

The committee that sought out the interim minister and recommended the minister's hiring to the governing board often acts as the Committee on Ministry or a Transition Committee, at least for the first few months. The minister can offer guidance in tailoring the committee's function to meet the needs of an interim ministry. A truly supportive committee can do a great deal toward maximizing the benefits of the interim experience.

THE INTERIM MINISTER AND THE MINISTERIAL SEARCH COMMITTEE

The effectiveness and integrity of the interim ministry rest upon the twin facts that the minister wasn't there before and won't be there long. To maintain the integrity of their role, *all* interim ministers pledge three things, without which no interim ministry contract will be considered valid (see Appendix B [\[LINK\]](#)):

- Every interim minister agrees not to become a candidate for that congregation's called ministry. This limitation both assures the interim process the time to complete itself, rather than terminating prematurely in the warmth of candidating, and it also avoids placing the interim minister in a crippling conflict of interest: only because the interim minister is in no way a candidate for a permanent position can the ability to speak in candor, without risk of reprisal be assured.
- Every senior or sole interim minister agrees not to serve a congregation for more than two years. The standard contractual period is one year, constituting ten months on site. These time limitations guarantee the interim minister's objectivity and create a beneficial sense of urgency; both the interim minister and the congregation are more likely to engage in creating healthy change if they know that their time together is short. In rare

cases the period of service of interim MREs, associate, and assistant ministers may be extended, but only with the approval of the Settlement Director in consultation with UUA Field Staff.

- Every interim minister agrees not to discuss specific prospective candidates for the called ministry of the congregation with the ministerial search committee. Again, the primary reason is to avoid giving one candidate (someone the interim minister may know) an unfair advantage—or disadvantage.

Nevertheless, the ministerial search committee is by no means abandoned. Its main source of counsel during its search is the District’s Ministerial Settlement Representative. Jointly nominated by the UUA District Board and the Chapter of the UU Ministers Association, the MSR is a volunteer appointed by the Settlement Director to guide congregations in search. A collaborative relationship between the MSR and the interim minister will benefit the search committee in its work. The interim minister is encouraged to assist the search committee by:

- offering pastoral care to the search committee
- bringing congregational concerns to the notice of the search committee
- coaching the search committee on communications with the congregation
- offering response to the committee’s Congregational Record and ministerial and congregational profiles
- writing a “Letter from the Interim Minister” for the search committee’s packet
- participating in a mock interview or acting as process observer as the search committee conducts a mock interview with a neighboring minister
- preaching on the nature and role of ministry
- witnessing for a realistic ministerial agreement and fair compensation

Any other involvement of the interim minister with the committee must be with the agreement of the MSR and the Settlement Director.

EVALUATION

In light of the importance to the congregation’s future of adequately accomplishing the interim tasks, the Settlement Office requests evaluation of the congregation’s progress, both by the interim minister and by the lay leadership, by February 15 and June 15 of every year the congregation is “in the interim.” Each of these evaluations reviews progress made toward goals set at the beginning of the interim. Forms for the process are appended (see Appendix E [\[LINK\]](#)).

Mid-interim evaluations offer, too, the opportunity of a mid-course correction to both the minister and the lay leadership. Conducted in an atmosphere of openness and candor, evaluations should bring to the surface any early miscues or disappointments, and enable the most successful interim possible. End-of-interim evaluations, to be completed before the conclusion of the ministry, may be cursory unless the results are likely to be sharply different from the previous, mid-term evaluation.

Evaluation results not shared with all whose work is being evaluated are without value. In addition to reviewing progress toward goals, evaluations when shared are valuable models of

creative interchange between minister and congregation, giving the leadership essential practice, on a relatively “no-fault” basis, in saying critical things to its minister in an (ideally) constructive way.

The Settlement Office is not interested in receiving after-the-fact complaints about an interim minister. No amount of hindsight can ever disentangle the tight interweave of congregational and ministerial responsibility for things not going perfectly. Whatever challenges or disappointments the interim period provides are best seen as learning opportunities for minister and congregation.

When the Settlement Office may be of further assistance, please e-mail or phone us. We are here to be of service in the “in-between” times.

Appendix A
APPLICATION FOR INTERIM MINISTER
Due April 15 for August Placement

The application is now a part of the UUA's on line edition of *In the Interim*, available at <http://www.uua.org/ministry/interim/appendb.html>. Below is the information that will be requested.

Congregation _____

City _____ State _____

Beginning date of interim ministry _____

Duration of interim ministry: One year (second optional) _____ Two years _____ Other _____

Date of vote to hire interim: Governing board _____ Congregation (optional) _____

Number of adult members: _____ Av. Sunday attendance: _____

Children & youth enrollment: _____ Av. children & youth attendance: _____

Total operating expenditures: \$ _____

Total operating pledge income: \$ _____ Number of pledge units: _____

How many Sunday services? _____ Others during the week? _____

Congregation Size (I-V): _____ Congregation Wage Rate Area (1-5): _____

Salary plus Housing offered: \$ _____

Are you a Fair Compensation congregation as regards benefits and expenses? Y/N

Is the interim minister expected to occupy a parsonage? Y/N

If so, how much of the S&H is attributable to rental value? _____ To utilities? _____

Median monthly rent for two-bedroom apartment in congregation's vicinity \$ _____

**THE CONGREGATION SHOULD BE PROVIDED WITH THE FOLLOWING STATEMENT
BEFORE THE INTERIM MINISTRY PROGRAM IS VOTED**

It is understood, in accordance with the established policy of the Unitarian Universalist Association, that the interim minister is pledged not to become a candidate for the congregation's called ministry, not to serve the congregation for more than two years (with a limited exception for interim ministers of religious education and interim associate and assistant ministers), and not to discuss specific prospective candidates for the called ministry of the congregation with the ministerial search committee.

It is also understood that interim ministers both carry out the normal responsibilities of congregational ministry, including worship and pastoral care, and also assist the congregation in addressing the following interim tasks:

- claiming and honoring its past and healing its griefs and conflicts
- illuminating the congregation's unique identity, its strengths, its needs, its challenges
- clarifying the multiple dimensions of leadership, both ordained and lay, and aid the congregation in navigating the shifts in leadership that accompany times of transition

In the Interim-A

- renewing connections with available resources, within and beyond the UUA
- enabling the congregation to renew its vision, strengthen its stewardship, prepare for new professional leadership, and engage its future with anticipation and zest

Please note below any other issues of special concern or great importance to your congregation.

For the governing board _____

Tel: _____ E-mail: _____

Date submitted _____

Appendix B
INTERIM MINISTRY CONTRACT
recommended by the Settlement Office
Unitarian Universalist Association

This is an agreement between the Rev.

_____, hereinafter the "Interim Minister," and the
Governing Board of _____, hereinafter the "Governing Board."

The Interim Minister agrees:

1. To serve as minister of the Congregation for the interim period beginning _____ and ending _____ (*a few days short of twelve months is the recommended maximum*). This period includes paid vacation of two months (*for AIMS and AIMITs*) or one month of vacation and one month on-call, the latter to include at least three weekends and one full week free to candidate and pre-candidate (*for ministers who are not AIMS or AIMITs*).
2. To carry out the normal responsibilities of congregational ministry, including worship and pastoral care, and to serve as congregational consultant during the interim period, with emphasis on the following areas and functions, as prioritized by the governing board in continuing consultation with the Interim Minister:
 - assist the congregation in claiming and honoring its past and in healing its griefs and conflicts
 - illuminate the congregation's unique identity, its strengths, its needs, its challenges
 - clarify the multiple dimensions of leadership, both ordained and lay, and aid the congregation in navigating the shifts in leadership that accompany times of transition
 - renew connections with available resources, within and beyond the UUA
 - enable the congregation to renew its vision, strengthen its stewardship, prepare for new professional leadership, and engage its future with anticipation and zest
3. Not to become a candidate for the congregation's called ministry (until at least three years after the interim ministry's end), not to serve the congregation for more than two years (with a limited exception for interim ministers of religious education and interim associate and assistant ministers), and not to discuss specific prospective candidates for the called ministry of the congregation with the ministerial search committee.

The Governing Board agrees:

1. To provide the following compensation, benefits, professional, and moving expenses:
 - a) Salary plus Housing Allowance (S&H)
 1. Salary of \$_____.
 2. a. The Board will consider the minister's request that a portion of Salary be designated Housing Allowance once the minister has ascertained the likely domiciliary costs to be incurred.
 - or

b. Parsonage: The Minister shall have free use of the parsonage at [address], including the utilities and furnishings listed in the appendix. All reasonable and necessary maintenance and repairs will be performed promptly at the Congregation's expense. The fair rental value is estimated at \$_____.

b) Other Benefits and Expenses

1. In lieu of employer's FICA, at 7.65 percent of S&H, payable monthly
2. Retirement plan contribution made by due date to the Unitarian Universalist Organizations Retirement Plan and/or other appropriate pension plan, of 10 percent of total Salary and Housing
3. Insurance premiums:
 - i. Medical insurance for the minister, partner, and family, 80 percent of total premium
 - ii. Group term life insurance, 100 percent of premium
 - iii. Dental insurance for the minister, 100 percent of premium
 - iv. Disability income insurance for the minister, 100% of premium
4. Professional and out-of-pocket expenses. Reimbursable up to 10 percent of S&H: Payable promptly on voucher by the Minister in accordance with an Accountable Reimbursement Plan developed jointly by the Minister, President, and Treasurer. Appropriate expenses for reimbursement include, but are not limited to, travel, automobile mileage, lodging, meals, incidentals, conference registration, entertainment, pulpit gowns, books, periodicals, dues, office equipment such as computers, and continuing education events. It shall be the practice of the Congregation to reimburse such expenses at the maximum rate allowed by the tax laws.

2. To reimburse the Interim Minister up to a maximum of \$ _____ (*10 percent of Salary plus Housing Allowance is recommended*) for all eligible relocation expenses actually incurred in relocating from _____ (*Interim Minister's present residence*) to a location in or near _____ (*location of Congregation*). Eligible expenses include transportation of the minister by air, rail, or car, with lodging (reasonable local rate) and meals (UUA reimbursement rate) in route, and moving by a licensed moving company of the minister's professional materials, personal items, household effects, and automobile.

3. To cooperate fully with the Interim Minister in the performance of his/her duties. The Interim Minister shall have freedom of the pulpit, and shall use his/her time as he/she deems necessary for the best fulfillment of this interim ministry.

4. In the event the Interim Minister is incapacitated during the term of this agreement, the Governing Board will continue the above payments for 30 days only if the disability occurs in the first four months of the agreement, and 60 days only if the incapacitating disability occurs thereafter.

5. In the event that the Interim Minister resigns during the contractual period, the Interim Minister will give at least ninety days notice (less if by mutual agreement) and will return any relocation expenses received.

6. Except for the departures specifically noted herein, the expectations of the interim minister are those described in Model Letter of Agreement B in *Recommendations Concerning Ministerial Agreements*, available on line at

<http://www.uua.org/programs/ministry/settlement/jointrecommendations.html>.

A signed copy of this agreement shall be sent to the Settlement Office, Unitarian Universalist Association, 25 Beacon St., Boston, MA 02108.

This Agreement represents an official offer to the Interim Minister when her/his hiring is approved by the governing board.

For the Governing Board: _____ **Date Approved:** _____

Minister: _____ **Date Accepted:** _____

Appendix C
UUA ACCREDITED INTERIM MINISTRY PROGRAM
REQUIREMENTS FOR ADMISSION AND ACCREDITATION

INTRODUCTION

The objective of the Accredited Interim Ministry Program is to develop and maintain a pool of seasoned ministers with advanced consulting skills whose competence in ministering to congregations in all the complexities of an interim period is proven and who are willing to relocate annually.

Accredited Interim Ministers (AIMs) are ministers who specialize in interim ministry. Accreditation is awarded by the UUA Department of Ministry on the basis of proven competence in interim ministry, advanced training, and continuing education.

In recognition of their special competencies, the Settlement Director seeks to list AIMs, and to a lesser extent AIMs-in-Training (AIMITs), for interim positions of their choosing by means of an early preference pool.

BECOMING AN ACCREDITED INTERIM MINISTER

Requirements for Admission

To be considered for admission to the status of Accredited Interim Minister in Training (AIMIT), a minister must

- generally be in Final Fellowship with the UUA; however, the Ministerial Settlement Director may admit ministers in preliminary fellowship on the basis of relevant experience, skills, and training
- demonstrate competence in worship, preaching, counseling, working with volunteers, and church administration
- have completed Orientation to Interim Ministry
- have served effectively as an interim minister for at least one year
- exhibit appropriate personal qualities:
 - self-differentiation: personal security, emotional stability, flexibility
 - resilience and resourcefulness
 - comfort with beginnings and endings
 - the ability to listen attentively and to ask searching questions
 - patience, empathy, understanding
 - hopefulness: a positive approach to life
 - physical vitality
 - entrepreneurial energy on behalf of congregations
 - a domestic situation conducive to frequent relocation
- make required professional commitments
 - to provide evaluations of and by congregations served
 - to refrain from serving a congregation as its interim minister for longer than two years, with a limited exception for interim ministers of religious education and interim associate and assistant ministers

- not to become a candidate for the congregation's called ministry until at least three years have passed
- not to discuss specific prospective candidates for the called ministry of the congregation with the ministerial search committee.
- to assure that the UUA receives 1.5% of current Salary plus Housing Allowance for each training event and seminar attended, in return for which the UUA will cover the costs of travel, room and board, and program.
- to participate in the early preference pool only if not seeking a called ministry
- to provide to the Settlement Office a copy of each year's executed interim ministry contract

Procedures for Admission

Admission, advancement, accreditation, and continuance in the program are administered by the UUA Settlement Director in consultation with the Interim Ministry Steering Committee elected by the body of AIMs and AIMITs. Applications for admission are always welcome.

Admission to the program is granted on the basis of evidence of a minister's effective interim service. Evaluations by the congregation, UUA Field Staff, and minister usually constitute such evidence. The Settlement Director may confer further with congregational leadership, Field Staff, and the Interim Ministry Steering Committee. A minister disagreeing with the Settlement Director's decision may appeal to the Director of Ministry and Professional Leadership Staff Group.

Requirements for Accreditation

Rigorous standards of accreditation are required by the fact that interim ministers are regularly called upon to enter churches in crisis, and to respond, often immediately, to problems that called ministers confront only infrequently.

To earn accreditation as an AIM, following admission to the program a minister must:

- complete two additional years of effective interim ministry, as demonstrated by evaluations completed by the congregation, UUA Field Staff, and minister, with such other evidence as the Settlement Director may request
- participate in at least two annual AIM Seminars
- complete the Essentials of Transitional Ministry program of the Interim Ministry Network or the pair of successor IMN programs: Fundamentals of Transitional Ministry and The Intentional Interim Minister
- in addition to carrying out the normal responsibilities of congregational ministry, including worship and pastoral care, demonstrate experience in assisting congregations in the following areas:
 - assisting the congregation in claiming and honoring its past and in healing its griefs and conflicts
 - illuminating the congregation's unique identity, its strengths, its needs, its challenges

- clarifying the multiple dimensions of leadership, both ordained and lay, and aiding the congregation in navigating the shifts in leadership that accompany times of transition
- renewing connections with available resources, within and beyond the UUA
- enabling the congregation to renew its vision, strengthen its stewardship, prepare for new professional leadership, and engage its future with anticipation and zest

AIMITs who wish to claim AIM status are asked to submit the materials documenting completion of the required educational programs and accomplishment according to the standards above over at least two years to the UUA Settlement Director for review with the AIMIT's mentor and another AIM chosen by the mentor.

UUA Tuition Reimbursement Plan

The Settlement Office reimburses AIMITs for the cost of tuition for the Interim Ministry Network's programs. The first payment is made after the completion of Part I and the second is made upon receipt of a copy of the Certificate of Completion. Costs for room, board, and travel, if any, are the responsibility of the AIMIT.

Maintenance of Accreditation

In order to hone their skills and deepen their professional competencies, AIMs are required to attend the annual AIM Seminar at least every second year, and participate actively in a program of fellowship, continuing education, reflection, and evaluation and self-evaluation.

Appendix D
APPLICATION FOR INTERIM MINISTRY POSITION
Due April 1

The application for an interim ministry position is now a part of the UUA's Ministerial Settlement System, available at <http://www.uua.org/ministry/settlement>. Below is the information that will be requested.

Name _____ E-mail
address _____

Phones: Home _____ Work _____ Cell _____

Your current residence: City _____
State/Prov _____

Date you wish to begin your ministry _____

Compensation:

Minimum Salary plus Housing Allowance required (choose one): A B C D E

Your present salary (or salary plus housing allowance) _____

Location:

“A” list of three congregations
(AIMs and AIMITs only)

“B” list of three congregations
(AIMs and AIMITs only)

For the following three questions, refer to UUA Districts and CUC Regions with these initials:

*BC (Ballou Channing) CM (Central Midwest) CB (Clara Barton) FL (Florida)
HL (Heartland) JP (Joseph Priestley) MB (Mass Bay) MNY (Metro New York)
MS (Mid-South) MD (Mountain Desert) NH-VT (New Hampshire-Vermont)
NE (Northeast) OH (Ohio-Meadville) PC (Pacific Central) PNW (Pacific Northwest)
PSW (Pacific Southwest) PS (Prairie Star) SL (St. Lawrence) SW (Southwest)
TJ (Thomas Jefferson) ECAN (Eastern Canada) WCAN (Western Canada)*

The *only* Districts in which I will serve:

Districts in which I *prefer* to serve:

Districts in which I will *not* serve:

Types of community to which I do *not* want my name sent:

inner city suburban small city large city rural university

Ministry Preferences (choose one for each type):

Senior/sole ministry:	Prefer	Can do	Reject
Associate or assistant ministry:	Prefer	Can do	Reject
Religious education ministry:	Prefer	Can do	Reject
Less than full time:	Prefer	Can do	Reject
Six month position	Prefer	Can do	Reject

I can comfortably serve:

UU Christian congregation	Prefer	Can do	Reject
UU humanist congregation	Prefer	Can do	Reject
Theologically diverse congregation	Prefer	Can do	Reject

In submitting this application I hereby commit to abide by the following professional commitments:

1. If I have not previously attended Orientation to Interim Ministry I will do so this summer, in return for which I will contribute 1.5 percent of the coming year's Salary plus Housing. I understand the UUA will cover my costs of room (double occupancy), board, and program, and one-half of my reasonable travel costs.
2. I will not under any circumstances become a candidate for the permanent ministry of any congregation I am serving as an interim minister, full or part-time, until at least three years have passed.
3. I will provide evaluations of and by the congregation I serve.
4. I will not serve a congregation as its interim minister for longer than two years, with a limited exception for interim MREs and associate and assistant ministers.
5. I will not discuss specific prospective candidates for the called ministry of the congregation with the ministerial search committee.

Appendix E
EVALUATION OF INTERIM MINISTRY

The evaluation forms are now a part of the on line edition of *In The Interim*, available at <http://www.uua.org/ministry/interim/appendf.html>. Below is the information that will be requested.

Name of
Congregation: _____

City and State/Province: _____

Name of Interim
Minister: _____

Date Interim Ministry Began: _____ Date of Evaluation: _____

This evaluation is

- by the congregational leadership, evaluating both the interim minister and itself

Convener: _____

Daytime telephone: _____ E-mail _____

Who was involved in completing the evaluation process? (i.e. governing board?
Committee on
Ministry?) _____

Brief description of the process: _____

- by the interim minister, evaluating both the leadership and her-/himself

€ after six months or € at the end-of-interim

Have you shared this evaluation with the minister/leadership evaluated? € yes € no

Instructions: In connection with each of the interim tasks, please indicate both your perception of the interim minister's effectiveness in assisting the congregation as it addresses each task, and

the leadership's willingness to engage in addressing each task, as well. Then add any clarifying comments you may have, attaching additional sheets if necessary.

Note to convenor: Please seek to arrive at a consensus evaluation, in which the assessments of the individual evaluators are blended into statements with which all can agree.

1. Provides assistance as we claim and honor our past and heal our griefs and conflicts

PRIORITY DESIGNATED ON CONGREGATIONAL PROFILE	INTERIM MINISTER'S CONTRIBUTION	LEADERSHIP'S WILLINGNESS TO ENGAGE
1 2 3	Excellent	Excellent
	Strong	Strong
	Adequate	Adequate
	Inadequate	Inadequate
	Detrimental	Detrimental

Comments:

2. Provides assistance as we illuminate our unique identity, our strengths, our needs, our challenges

PRIORITY	INTERIM MINISTER	LEADERSHIP
1 2 3	Excellent	Excellent
	Strong	Strong
	Adequate	Adequate
	Inadequate	Inadequate
	Detrimental	Detrimental

Comments:

3. Provides assistance as we clarify the multiple dimensions of leadership, both ordained and lay, and navigate the shifts in leadership that accompany times of transition

PRIORITY	INTERIM MINISTER	LEADERSHIP
1 2 3	Excellent	Excellent
	Strong	Strong
	Adequate	Adequate
	Inadequate	Inadequate
	Detrimental	Detrimental

Comments:

4. Provides assistance as we renew connections with available resources, within and beyond the UUA

PRIORITY	INTERIM MINISTER	LEADERSHIP
1 2 3	Excellent	Excellent
	Strong	Strong
	Adequate	Adequate
	Inadequate	Inadequate
	Detrimental	Detrimental

Comments:

5. Provides assistance as we renew our vision, strengthen our stewardship, prepare for new professional leadership, and engage its future with anticipation and zest

PRIORITY	INTERIM MINISTER	LEADERSHIP
1 2 3	Excellent	Excellent
	Strong	Strong
	Adequate	Adequate
	Inadequate	Inadequate
	Detrimental	Detrimental

Comments:

6. Were there any difficulties experienced with or constraints put on the minister's ability to carry out the normal tasks of ministry, i.e. preaching, teaching, and pastoral care?

7. Has the leadership encouraged and has the interim minister attended to the self-care and spiritual practice which are essential to a rich, insightful, effective, and inspiring ministry?

8. Have the leadership and the interim minister encouraged the congregation to deepen its commitment to becoming a more anti-racist, anti-oppressive, multicultural institution?

9. Are there other areas in which the leadership specifically asked for assistance from the interim minister, either as the ministry began or later on. (Please describe the areas, the minister's contribution in each, and the leadership's willingness to engage in each.)

10. How fully did the leadership inform the congregation about the Interim Ministry Program before the interim minister arrived?

11. **If a mid-term evaluation:** What would you like to see happen during the remaining months that differs from what is now occurring?

12. Please comment on the Interim Ministry *Program* as you have experienced it so far.

13. Recognizing that congregational leadership is in its truest sense is a shared undertaking, what satisfactions and dissatisfactions do you, as minister or as lay leaders, have about your role in leading the congregation during the interim period?