

MINISTRY OUTSIDE THE BOX:

A STUDY OF THE SPLIT CAMPUS TREND IN WELS PARISH

MINISTRY AT THE TURN OF THE TWENTY-FIRST CENTURY

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Of all the problems that a pastor can have, this one has to be one of the best. “Where do we put all these people? Our parking spots are filled and the church pews are packed!!” These are the *problems* that pastoral dreams are made of. While it is a wonderful blessing to see God’s people flocking to his Word, this situation can be a real dilemma. How does a church maintain a balanced, cost-effective plan to grow along with its members? While the numbers on the stat sheet may grow steadily and consistently, unfortunately the church building cannot undergo such gradual, seemingly unnoticed changes. When it is time for the building to expand it’s a much *noticed* situation. When it comes time to expand, it is a big deal in the congregation. “How do we best serve our people’s needs, while maintaining the principles of stewardship that God presents to us in his Word?” This is a question that has no quick answer, no *easy button* like a modern office supply chain would have us believe.¹ The simple truth of the matter is that there is no simple truth. God has no set plans for expanding his church. There is no magical formula on what to do when the church is overcrowded. There are a number of God-pleasing solutions to this pleasant predicament.

What is a church in this situation to do? There are many things that a church can do to accommodate a growing membership. One temporary fix is to increase the number of services that are offered. Often this will alleviate strains on space, but depending on the situation this is usually only a temporary fix. Some churches in this situation will put on a building project and begin to raise funds to build bigger facilities. But this can be an expensive and at times inconvenient solution. Especially a church which is said to be *landlocked* may close its doors in one location and reopen across town with larger

¹ *Staples* office supply store ran a series of commercials in 2006 toting themselves as the easy button to solve life’s problems.

facilities and room to grow. Some churches will seek to start another church using a method that is commonly called *daughtering a church*. In this relationship the larger, *mother*, church usually provides a group of members to form a core group at the young *daughter* church. In this arrangement, a second, separate church is *born*. Sometimes this *daughtering* is done to relieve space issues in the *mother* church, sometimes to provide a convenience for a group that travels a large distance to the *mother* church, and sometimes simply to get the pure gospel into another location where it may not have been before.

But there is a method of expansion that uses elements of many of these approaches. It's a method of church ministry that is often called "split campus" ministry. The concept of the split campus church is not complex. It's a church campus which is split. There are two (or more) locations where ministry is done. It's one church with two locations. It's an approach that seeks to utilize the benefits of many of the expansion methods which were listed methods while minimizing their shortcomings.

Split campus ministry appears to be catching on in the WELS. At the time of this writing there are eight WELS congregations actively involved in this type of ministry and several more which are strongly considering it. The churches using the split campus approach to ministry are:

Bethany	Kenosha/Somers, WI
Bethlehem	Menomonee Falls/Germantown, WI
Bloomington Living Hope	Bloomington/Shakopee, MN
Christ.....	North St. Paul/Hugo, MN
Peace	Holiday/Land O' Lakes, FL
St. Andrew	Middleton/Waunakee, WI
St. Mark.....	Green Bay/De Pere, WI
Redeemer	Tucson/Marana, AZ

Five of these eight churches have begun this ministry within the last three years (2004-2006). The exceptions are Bloomington Living Hope (1996), Bethlehem (2000), and St. Mark (2003). These eight congregations are presently being faithfully served by eighteen pastors. Some pastors carry on the split-campus ministry by themselves; others are on a staff with multiple pastors. Redeemer in Tucson, Arizona has the biggest pastoral staff with four.

The distance between campuses varies but the average of the eight split-campus churches is almost 12 miles. The majority of the church campuses are separated ten miles or less, with Peace in Holiday and Land O' Lakes, Florida bringing up the average at 27 miles apart. Bethlehem's campuses in Menomonee Falls and Germantown are the closest at only four and one-half miles apart. They have also split their grade school so there are multiple trips back and forth for parents and the pastors alike. Pastor Huebner mentions that making two or three trips back and forth per day is not uncommon. Pastor Weigand at Peace uses his Land 'O Lakes campus as a bit of a preaching and outreach station. It is used for a Sunday noon worship service and several weekly outreach events. His church actually chose a location a few towns away because the towns in between were "already saturated with new churches including LCMS and ELCA." He also stated that the "predicted growth in the Land O' Lakes area is enormous."

Across the board, the churches that chose the location of their second campus, chose based on predicted growth and visibility issues. Knowing the trends of a community and where the growth is expected to be is a must for this type of ministry. Knowing where new homes are going to be, knowing where people will be moving in can be beneficial in bringing the gospel message to a family new to the area. This writer

would expect that a thorough study of the community be a priority in the long range plan of a church doing this type of ministry. Redeemer, Tucson is blessed with a member who is a civil engineer. He was able to give the planning teams at his church “insider information,” which allowed them to choose a location where the people would soon be. Redeemer’s Marana campus is the first church of any kind in its community and surely the Lord will bless their faithful efforts there. St. Mark’s De Pere campus has also been the recipient of his blessings. Consider Pastor Parlow’s testimony about why they chose the Green Bay suburb as the site for their second campus “We choose De Pere because at the time it was the fastest growing area in Wisconsin. When we started to build there were 17 homes in the neighborhood. Today there are 770 and plans to construct 120 more in the coming year.” As homes continue to be built in the neighborhood, St. Mark is there, well established and prepared to serve the people with the living gospel.

Two of the eight churches began this ministry for another reason, to serve members of a struggling WELS church. This is the case in Kenosha and Middleton. Bethany in Kenosha was approached by a group of Christians meeting together in Somers as Abiding Word. They had a rough history since their 1971 start as a mission church. They were forced into a building project after a 2002 fire. They had been served part-time by a pastor who served another WELS mission as well. By 2005 their membership dropped to below 30 people and made even their “shared pastor” arrangement economically challenging. They approached Bethany with a proposal for a ministry partnership and the split campus Bethany Lutheran was born. Even in this predetermined location, both pastors at Bethany speak of great potential of growth in the community of Somers. Here God used even a pre-existing building to serve as a center for gospel

proclamation to a growing community. St. Andrew in Middleton was approached with a similar proposal. Lord and Savior Lutheran Church in Waunakee was faced with closing and their building eventually became Middleton's second site. Middleton had been contemplating this ministry approach before Lord and Savior's proposal, and had even been considering some "storefront" locations, but when the request from Waunakee came, it seemed to be a good, cost-effective fit. Pastor Hunter describes Waunakee as a "small town" but he envisions it soon becoming a "bedroom community" of Madison. One will soon notice that even the two churches that are using pre-existing WELS church facilities cite community growth potential as a main reason for carrying out ministry at the satellite location.

Desire to spread the gospel to more and more is a noble goal for all Christian churches and so it is no surprise that it has been cited by all the churches involved as a motivating factor for this ministry endeavor. But there are some unique events which were driving forces in the individual churches involved. For several their Lutheran Elementary School was a contributing factor. Space is an issue for a growing church and school, and opening a second campus allows for bigger buildings for both. Bloomington Living Hope mentioned that the building of a bridge over the Minnesota River, which began a large expansion of the Twin Cities to the southwest, was a factor in choosing their Shakopee location. St. Mark's campus in Green Bay had been expanded as much as it could be. The current church was built in 1967, school began in 1979, and an addition was built in 1993. In the 10 years between that expansion and their 2003 split, their membership nearly tripled, and their 300 seat church could not handle the growth. Even having gone to five services per weekend was not enough to accommodate the growing

membership. St. Mark is unique among the split campus churches, in that it is the only church to make their second campus their primary one. St. Mark is *headquartered* in De Pere, and the former site houses their elementary school and holds one traditional service per weekend.

A striking commonality between the churches is that there was not very much out there by way of resources. Of the 18 pastors asked, only one mentioned a specific resource that was helpful. Pastor Dave Pagel mentioned reading a book titled, *One Size Doesn't Fit All*,² for his research³. Many of the WELS churches have relied on one another for answers and advice. Several mentioned that WELS Parish Services was a valuable resource to them. Others used non-WELS churches that use the split campus style as a resource. Even among those that used some of these resources, most every church commented that this ministry style just made sense, and was in a way *an invention* of the individual congregations themselves. Every congregation is different with different needs and different ways to carry them out. But for these eight churches, they together have decided that operating a two-site parish is a good way for them to carry out the Lord's work.

One interesting practical issue that this style of ministry encounters is how to cover the extra worship services for the liturgy and preaching duties. The most common arrangement employed is that there is one "traveling preacher" designated for the weekend. The non-preaching associates are often assigned to preside at the liturgy.

² Gary L. McIntosh. *One Size Doesn't Fit All: Bringing out the best in any size church*. Baker Publishing House, Grand Rapids, MI: 1999.

³ Pastor Hunter references in added documents he returned with his survey having read a book: Reggie McNeal. *The Present Future: Six tough questions for the Church*. He also mentions an article written by David Valleskey "God's Direction for a Christian Congregation (<http://www.wlssays.net/authors/V/ValleskeyDirection/ValleskeyDirection.PDF>)

Where this is the case, there are often two morning services at the main site with one service at the satellite in between. Depending on the circumstances, the preacher may leave a service early, arrive at a service late, or both to accommodate for travel time. There are some exceptions to the “traveling preacher” rule. In Tucson, two of their four pastors preach each weekend. This strategy is employed so that the smaller satellite can enjoy the consistency of having “its own pastor.” As Tim Westendorf puts it, Mark Jacobson is the “face with the place.” During a normal schedule he will consistently be at the satellite location.

There are currently two split campus churches with two pastors – Bloomington Living Hope and Bethany. Both churches have each of their pastors preaching every weekend. They will also do the liturgy for the service in which they preach. Pastor Spaulding at Bloomington Living Hope mentioned that they occasionally will receive pulpit assistance from a retired pastor in the area. Bethany has a creative way to solve the scheduling issues with only two pastors. They will arrange the schedule so that the pastor can preach the same sermon on consecutive weeks. He preaches in Kenosha one week and the same sermon in Somers the next week. They strive to keep the much larger Kenosha campus close to the church year and often are then a week behind/ahead in Somers. This compromise allows them to keep services at favorable times without having both men writing sermons every week. On special occasions the schedule is adjusted and the service conducted in Kenosha is repeated at the Somers campus.

Two pastors that aren’t afforded any of these luxuries are the pastors in Middleton, WI and Holiday, FL. They each serve a split campus church alone, so there needs to be some scheduling creativity. Presently, Peace’s Land O’ Lakes campus has a

noon worship service which is two hours after the service in Holiday. St. Andrew's Waunakee campus hosts worship exclusively on Saturday evenings. As the satellite grows, St. Andrew, Waunakee will hold Sunday morning services at which trained elders will prepare the building for worship and preside at liturgy. The sermon will then be broadcast via live feed or DVD copy to the Waunakee site. This approach fits in well with their aggressive plan to expand to the west at a rate of, Lord-willing, one additional site per year. Pastor Hunter has noticed a void of WELS churches heading west from Madison, noting that the closest church in that direction is Grace in Prairie du Chien. With the help of gifted lay members who have a heart for gospel outreach and a hearty dose of the Lord's blessing, this wonderful, cost effective method of outreach and growth could certainly become a reality.

Bible class becomes another practical issue that needs to be thought through. Understandably, the churches with only one pastor hold all of their Bible classes at their main site. St. Andrew has seven Sunday morning Bible classes offered by their pastor and many lay volunteers. Bethany offers three Sunday morning classes in Kenosha and one in Somers. While these arrangements are labor-intensive as far as volunteers, the style has something to offer most everyone. Lay volunteering is an essential part of the Bible class ministries of many of these churches. At Bethlehem and Bloomington Living Hope, the Sunday morning Bible classes are usually led by lay men. At Christ the presiding ministers are responsible for teaching the Bible class at their location. They also run a prospect BIC class during the week at a location near the school at which the Hugo group worships. At Redeemer there are Bible classes at both locations. In fact they began Bible classes in Marana before worship began there. To help nurture the unity

between their campuses, the 20/30 group, the youth group, and even the Church Council meetings alternate between the sites. Interestingly there are plans to hold a BIC class for prospects immediately following their Sunday morning worship in Marana. The pattern for Bible classes varies greatly from church to church. There are many options and ways to provide quality Biblical study to a wide range of the membership.

One might wonder if this split campus arrangement is a permanent one. “Do these churches plan to continue to operate as one, or is this a temporary arrangement to get the young church off their feet?” No one from the eight churches made any comment which implied a “cutting of the strings” and becoming two congregations. Everyone involved seems to enjoy the ministry that they do and seem to appreciate the fact that God is blessing their efforts. One interesting facet came from Pastor Weigand. He notes that his Peace in Holiday, FL has found itself in a far more urban setting than at its 1969 founding. He anticipates that in the future his Land O’ Lakes campus will be the more prosperous of the two campuses, and perhaps it will even play the role of supporter for the urban ministry that Holiday may be conducting.

The men who serve these congregations are excited about the blessings that God has showered on them. They are encouraged that their congregation has a new attitude – a greater appreciation for outreach. They love the expanded opportunity to reach the lost with the saving message of Jesus that this ministry brings with it. Some say that this style has helped with community exposure and gaining the trust of those who live around them. A leading blessing on many lists is also the stability that an established church provides for a young group of Christians. This ministry also provides an increase in worship opportunities which provides a convenience for current members. Financial

issues are also involved. At the time of the writing of this paper, the Board for Home Missions has halted new missions, which has led some churches to implement this style of ministry. Since the synod is not currently in a position to open new missions, the congregations themselves are in this way expanding the gospel ministry on their own. In many ways this ministry can be done more cost effectively on a local level than if the synod were to start a new mission. This style of ministry is one that God has blessed tremendously.

There are some struggles as well. Communication was an issue that many pastors mentioned. With a larger staff and multiple building sites, it can be difficult to keep track of what everyone will be doing and where they will be doing it. Communicating with the members is a struggle at times as well. It is a must that the vision of the church be kept in front of the people. A church needs to keep the people as involved as possible, and to strive to make them “owners” of the concept. It can be difficult to get members to cooperate with the workings of the church as a whole rather than mainly focusing on only those parts and locations where they spend time. With this unconventional ministry, it can surely be a struggle to keep everyone involved and everyone on board.

There are certainly real struggles with this ministry style, but one of the most encouraging responses to this question came from Pastor John Parlow. When asked what he felt was the greatest struggle of this ministry, he responded, “Keeping up with the blessings.” God can and will bless those who faithfully do his work. What a comfort this can be to those who participate in any form of his ministry. He loves his church and will always care for it, no matter what it looks like.

“So what do you do when the church is packed and the parking lot is full?” This project has investigated how 18 pastors and 8 congregations have answered this question. The split campus ministry style may not be a perfect fit for every situation. It is not a cure all remedy to church growth. But it is a way that God’s faithful people can continue to carry out his work here on earth. “What do you do about that crowded church?” There are many different answers, but this one is the same: “Rejoice!! Give thanks to the Lord for he is good, and his mercy endures forever.”

To God alone be the glory!!!

ADDENDA

- 1) SURVEYS COMPLETED BY PASTORS OF SPLIT CAMPUS PARISHES
- 2) CONTACT SHEET OF SPLIT CAMPUS MINISTERS (AS OF DEC 2006)
- 3) SUMMARY CHART OF SURVEY RESULTS (DIGITAL ONLY)

A “Split Campus” Questionnaire

Completed by: Pastor Kevin Hundley

(An additional survey has been completed by Pastor Hundley’s associate, Pastor Dave Pagel. For more information on ministry at Bethany, please confer that survey.)

Congregational History

Name of Congregation:

Bethany Lutheran Church, Kenosha WI

Year Founded:

1917

How Founded (ie. daughtered by St. John’s WELsville, Iowa)

Daughter congregation of Friedens in Kenosha

Year that the split campus method was implemented:

2005

Address of the 1st campus:

**2100 75th Street
Kenosha, WI 53143**

Address of the 2nd campus:

**1520 Green Bay Road
Somers, WI 53144**

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

Founded in 1917, Bethany serves Kenosha's south side. The original location had a worship facility with part of the building set aside as a one room school. In the 1950's the congregation moved to its 2100 75th Street address, and shortly thereafter constructed a school building. Recently Bethany celebrated the 85th anniversary of the school.

Pastor Pagel and Pastor Hundley currently serve Bethany. Pastor Pagel has served Bethany for the past 4 years, and Pastor Hundley the past 3 years.

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

Two site ministry was not part of Bethany's ministry plan. However, by God's directing, Bethany has been one congregation at two locations for over a year now.

Abiding Word Lutheran Church (WELS) of Somers WI is located half way between Kenosha and Racine. Historically, Abiding Word was known as the "campus church" serving UW-Parkside on Kenosha's north side. Through the years the congregation went through much turnover. New families would stay at Abiding Word for a time, but then leave to join other WELS congregations that offered a Lutheran Elementary School. Yet, even with all of this change, a faithful core remained in the congregation.

In 2002 (? Not sure of the exact date) Abiding Word was struck by fire. The church was a total loss. This left the congregation to decide whether to disband or rebuild their worship space. At this point in the congregations history – this was a monumental decision. Due to financial limitations, Abiding Word was sharing a pastor with a neighboring WELS mission. The question was whether the congregation could financially support rebuilding. After much discussion, and also some dissention, the congregation decided to rebuild.

In the fall of 2004 the worship facility was rebuilt. The congregation hoped their new building would cause interest in the community and help their outreach efforts – however this was not the case.

In the summer of 2005, Abiding Word had some tough decisions to make. Financially – the congregation's situation looked bleak. Even their shared ministry arrangement would no longer be financially feasible. The congregation had dropped to around 20-30 souls.

Abiding Word met with the District Mission Board to see what their options were. The Mission Board offered to work with them as a mission restart. This would mean stepping away from weekly worship for a time and working on rebuilding a core membership through Bible studies.

After discussions, the congregation wanted to explore other options that would allow them to continue to have weekly worship. They decided to approach other area WELS congregations to see if a sister congregation would take them under their ministerial wing. This is where Bethany comes into the picture. Abiding Word's voters invited Bethany to a congregational meeting to explore a ministry partnership. In the end, Bethany absorbed Abiding Word's members (20+ souls) and committed to continue weekly worship at the Somers location.

One the first Sunday in August, 2005, Bethany started it's first second site service at what is now called Bethany Somers.

Why did you choose the present location/facility as a second campus?

Abiding Word's new facility and location works well for our purposes.

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

Our whole discussion process took about a month and ½. Official Voters' meetings at Abiding Word and Bethany approved of Bethany becoming one church at two locations. Abiding Word transferred all of its property and assets to Bethany.

How were you personally introduced to this approach to ministry?

Pastor Pagel, myself and our congregational president made the first contact with Abiding Word to answer questions and to consider options. The Lord guided those initial conversations into this one congregation at two sites situation.

What resources did you use to determine if this type of ministry was feasible for your situation?

As we considered all of the options, this arrangement seemed to be a win/win for all parties involved.

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas etc.

Bethany Kenosha is our main campus and K-8 school location. So on a daily basis, this is the location that hosts the main weekly congregational activity. Our church and school offices are also at this location.

**Bethany now has a nationally accredited school with 76 students.
Bethany church has a membership of over 800 souls.**

**Bethany Kenosha worships Saturday at 5:30pm and Sunday at 8 & 10:30am
Bethany Kenosha offers Bible study after Saturday evening worship.
We also offer Sunday School and up to 3 separate Adult Bible study opportunities between the services on Sunday morning.**

Bethany Somers worships on Sundays at 9am. Sunday school and Adult Bible study follows worship.

**We have Advent and Lent services at both locations.
At Kenosha they are held at 3:15 & 7pm, and at Somers at 7pm.**

On Christmas and Easter we repeat the same service between both sites. Typically we have two worship opportunities at Kenosha, and one opportunity at Somers.

Usually, the pastors flip-flop one week at Somers and then the next week at Kenosha. The same worship and sermon proclaimed at one location is repeated at the other campus the following week. Since Kenosha is our main campus, we work to make sure Kenosha stays the most in tune with the Church year (i.e. We will strive to have the second Sunday in Advent celebrated on its proper day at Kenosha – since it serves most of our membership).

Finally, this situation works well since Kenosha is a larger worship structure, while Somers is a smaller intimate worship space. This allows various individuals to worship where they feel most “at home” – large space or small space.

Did the opening of the second campus require that additional ministry staff be added?

No. We believe Abiding Word initially approached us since Bethany has two pastors that could possibly accommodate the two site structure. Friedens is the only other Kenosha congregation with two pastors, and taking on more ministry didn't seem viable for that congregation.

However, in our current situation, more staffing is a definite need.

What is the distance between your two campuses?

8.5 miles – about a 15 minute drive

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

We have some back and forth. Occasionally it might be that one worship time works better for a family than another on a given Sunday. But mostly, people come to one site over another due to living close to one campus than the other.

Comment on the existence of “personalities” between the two campuses.

Kenosha = large 50’s style church with no space in the entryway – leaving no room for fellowship. Kenosha offers worshippers more of a transcendent feel in worship – bigger space, pipe organ, stained glass, etc.

Somers = less formal, more intimate feel. Plain and clean lines. Large gathering space for fellowship after worship (and many people stay to converse with one another). A very friendly feel. One axis – no steps, so seniors like it.

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

Kenosha = a city location. We are on the busiest corner inside Kenosha. 13,000 cars pass our corner daily. Our school site is in Kenosha, so that makes for a busy location. Kenosha worships around 300+ on a weekend.

Somers = a rural location located on a busy state highway. 16,000 cars pass the location daily. Smaller size, and mainly a Sunday only location. Due to it’s location, the congregation is not currently close to residential areas – but soon city development will have number of subdivisions surrounding our Somers location.

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

Having a second site has really rallied the congregation as a whole into thinking “what can we do for God through these resources He has placed into our lap?” So Bethany is more pro-active and future focused than it’s been in some time.

On the other side, former Abiding Word members are still wrestling with becoming “Bethany members”. Transitioning former Abiding Word members into thinking about ownership of their ministry has been difficult. Some are tired of the years of struggle and are happy to “let someone else do it.” However, our leadership has been very upfront in reminding people that this is their congregation and all of our hands our needed in God’s service at Bethany.

More visitors are coming to both campuses, giving is on the rise, God has been good.

What are your plans, both short and long term, for the ministry of your congregation?

We are considering moving some or all of our K-8 school from our Kenosha location to our Somers location. Possibly the Somers site will be the future home of a joint ministry effort of all the Kenosha congregations, pooling our resources to share a joint Lutheran Middle School.

Your insights

In your opinion, what is the greatest blessing of this ministry?

Allowing God’s people to see how God’s plans are greater than our plans. This isn’t something we thought up or decided – it came together out of a crisis and brothers and sisters in Christ coming to help fellow Christians in their need. It’s great to know that ministry can continue at that Somers site, and it seems to have a bright future with more people coming to that area in the future (future building and development).

In your opinion, what has been the greatest struggle of this ministry?

Transitioning people into new thinking. This two site ministry is something new. However, some wanted to continue especially at the Somers site as if they were going to go back to their old way of doing things and their old comfort zone. We had to remind them that was not possible. This would be the start of something new – and so it needed new thinking, new planning, and new attitudes. Many understood. All in all, the transition was challenging, but things seem to be coming together as we continue to be future focused. As a congregation we keep asking the question, “What would God have us do next?”

What advice would you give to a congregation that is considering serving their Lord in this way?

In hindsight, we spent too much time trying to make a seamless transition. Maybe it would have been better to have had some time where there was no ministry at that location for a month or more, showing people and the community that what was happening there was new. This ministry “time-out” might have made the transition easier – instead of people wanting to do what they were used to.

The Abiding Word culture – due to its size, was very different than the Bethany church culture. Somers was “small church think” – meaning, we have to stop to make sure everyone is happy with this. Bethany is a large church – with a different culture when it comes to ideas and making decisions.

The transition period definitely was a time when these two church cultures started crashing into each other. However, as I said before, God is good and allowed Christians here to come together to consider “What is best for the Lord and His work as we look to the future?”

Please offer any additional comments that you may have.

N/A

A “Split Campus” Questionnaire

Completed by: Pastor Dave Pagel

(An additional survey has been completed by Pastor Kevin Hundley, Pastor Pagel's associate at Bethany. For more information on ministry at Bethany, please confer that survey.)

Congregational History

Name of Congregation:

Bethany Lutheran Church, Kenosha WI (absorbed former Abiding Word, Somers WI)

Year Founded:

1917

How Founded:

Daughtered by Friedens, Kenosha. (Abiding Word was planted as a mission in 1971.)

Year that the split campus method was implemented:

2005

Address of the 1st campus:

**2100 75th Street
Kenosha, WI 53143**

Address of the 2nd campus:

**1520 Green Bay Road
Kenosha, WI 53140**

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

Confer Pastor Hundley's response

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

Some reasons it made sense: 1) overcrowding at current facility, especially parking and narthex, 2) a considerable number of families live in the general area of the Somers campus, 3) the building at Somers, completed with help from Builders for Christ, is all one level and more accessible to the elderly and those for whom the stairs of the Kenosha site pose a problem.

Why did you choose the present location/facility as a second campus?

It already existed. Members came to us asking for pastoral help. They favored an existing situation rather than going to the District Mission Board.

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

In our situation, we were already on a short timeline. We were contacted in June of 2005 and the relationship began August 1st. In hindsight, a "closing" and "grand reopening" would likely have prevented some transitional bumps.

How were you personally introduced to this approach to ministry?

The mission explorer's philosophy: You'll figure it out as you go.

What resources did you use to determine if this type of ministry was feasible for your situation?

We did some reading, like McIntosh's *One Size Doesn't Fit All*, to think about how it would impact current ministry. In the end, we unanimously voted to accept the members into our congregation. We operate as one congregation with two campuses.

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas etc.

Briefly, it has been a challenge to decide how much energy to put into each campus area. On a given weekend, approximately $\frac{3}{4}$ of our members attend at the main (Kenosha) campus and $\frac{1}{4}$ at the second (Somers) campus. For example, Christmas 2005 we did two Christmas Eve services at Kenosha and one at Somers; then a Christmas Day service at each. This year with Christmas Eve on Sunday we are holding normal services for Advent 4, then one evening service at each location and a Christmas Day service only at Kenosha. There is plenty to keep two pastors busy! We try to duplicate services/sermons where possible (e.g., Thanksgiving Eve at one site, Thanksgiving Day at the other).

Did the opening of the second campus require that additional ministry staff be added?

No. It would be beneficial, but the congregation was not ready to take on the added expense of a third pastor/staff minister.

What is the distance between your two campuses?

8 miles

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

Some members will attend at either campus; time of service or whether children are singing is one factor.

Comment on the existence of "personalities" between the two campuses.

The members of the original Bethany group had some momentum: worship attendance was up, along with adult confirmations. We felt like we were on the same page. The new group had been dwindling in size for some time, so their mindset was different. There was some culture clash.

Today visitors notice the friendly and open feeling. The gathering space is welcome, something the old church does not have. Good acoustics make for enjoyable singing.

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

Confer Pastor Hundley's response

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

There was some overall increase in attendance, as the parking spaces vacated at the main campus were taken by visitors/other members.

One unexpected benefit was that we heard leaders repeating truths from our mission statement like, “We are an outreach congregation, so that means we need to look to serve more people with the gospel.”

What are your plans, both short and long term, for the ministry of your congregation?

Short term, we’re just trying to see where God is opening doors for us. Two sites definitely involves more work and better scheduling of resources. Adding manpower is probably the next step in making more of an impact in the new area.

Your insights

In your opinion, what is the greatest blessing of this ministry?

Along with other things God has done for us, the split campus has opened our members’ eyes to the possibilities of what, under God, our future ministry could look like. It was a departure from accepting the limitations of *status quo*.

I think there is a benefit in this approach to ministry. In our case it enabled more “brand recognition” in a given area (with media, mailings, etc.) More people will know what your church stands for. It may offer a chance to do programs on a bigger and better scale.

In your opinion, what has been the greatest struggle of this ministry?

Mixing the old and new groups at the new site. Having a welcoming fellowship area and encouraging more social time has helped.

What advice would you give to a congregation that is considering serving their Lord in this way?

Unfortunately, I didn’t learn this until later, but I’d encourage a growing congregation taking on a shrinking congregation to have a closing service for their “old”

congregation. They need to grieve their loss and recognize that their congregation has closed its doors. I would also consider taking a month or so off, a pause that the community will notice, before a “Grand (Re-)Opening” celebration and Open House. The community needs to know that something new is going on. The members need to know that things will not be as they have always been. We struggled against that mindset, especially in the first 6-12 months.

Please offer any additional comments that you may have.

N/A

A “Split Campus” Questionnaire

Completed by: Pastor Paul Huebner

(Additional surveys have been completed by Pastor Huebner's associates, Pastors Jonathon Kolander and Peter Schmidt. For more information on ministry at Bethlehem, please confer those surveys.)

Congregational History

Name of Congregation:

Bethlehem, Menomonee Falls , Germantown WI

Year Founded:

1960

How Founded (ie. daughtered by St. John's WELsVille, Iowa)

New mission-GBHM started Christ the Lord, Brookfield, Pilgrim and Bethlehem about the same time

Year that the split campus method was implemented:

2000

Address of the 1st campus:

**N84 W15252 Menomonee Avenue
Menomonee Falls , WI 53051**

Address of the 2nd Campus:

**N108 W14290 Bel Aire Lane
Germantown, WI 53022**

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

Begun at Legion Hall in Menomonee Falls with 35 communicants, built first chapel and two classrooms in 1961, opening lower grades LES. Two classroom additions added, 1976, the worship facility built. The LES was around 150, until about 50 students began the new Crown of Life, Hubertus, school. In 1983. they called their first second pastor, the congregation having about 750 communicants, 5 faculty members and about 94 in the LES. Additions included new offices (1990) and later, transepts, gym and classrooms which maxed out the property (1993).

Three years later planning was begun for the next step since space was urgently needed for worship and for classrooms. In 2000 the Germantown facility was built, consisting of a gym (also used for one Sunday worship service), 5 classrooms, offices, preschool and extended care rooms. Future plans include additional classrooms and a worship facility.

A third pastor was called in 2005. a staff minister replaced the one who retired in 2006. There are additionally 10 teachers, 2 aides, 2 secretaries, a preschool teacher and child care person.

There have been 5 pastors who have served this congregation. Numbers 3-5 are still here. Being the first second pastor, I came in 1983. Pastor Kolander in 1994, and Pastor Schmidt in 2005.

Bethlehem has been very active in supporting our mission work around the world, contacting each home in Menomonee Falls and Germantown on a continued basis, and supporting Kettle Moraine Lutheran High School. At present 53 or so Bethlehem students attend.

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

We needed worship and classroom space badly. Two main concepts: sell present Falls facility and build a big complex closer to Germantown; or, keep Falls open and begin a second campus in Germantown. Over 50% of our members lived north of the Falls campus, while we had and still have members who come regularly from Milwaukee, Brookfield, Hartford, Slinger, Jackson and West Bend.

Two factors slanted the thinking toward a dual campus. The cost of property large enough to build a complex in an open and obvious site. The members did not want to make the “southern” members feel abandoned by moving farther away.

Why did you choose the present location/facility as a second campus?

Our first sight was actually outside our area (in David’s Star’s by 2 blocks), but then it would have placed us next to a public school and the village did not want another school there. Our present site was located on the eastern edge of Germantown on a well-traveled road. It was separate from other churches, especially the ELCA and LCMS churches. The property owner and his real estate agent were Lutheran and loved the idea of having a church/school there. The price was right.

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

It took about 5 years to study, debate, inform, re-debate, and investigate before finally building. We dedicated the new building in 2000. The church secretary and I, the other (older) pastor, moved in immediately. The school waited until the end of the school year before the lower grades moved up.

How were you personally introduced to this approach to ministry?

If you mean, ‘how did we come up with this?’ I believe it was a brain-storming session. I don’t believe anyone said we should do as ____ did, because we were unaware that anyone had done it. We certainly did not go traveling around since we had no knowledge of anyone who had done it. It just seemed the best way to use God’s gifts to further God’s work in the best possible way for our people. The bussing of kids from north to south and vice versa was nothing different than kids going from elementary schools to junior high. The members quickly bought into it and our one service was our second best attended.

What resources did you use to determine if this type of ministry was feasible for your situation?

We used our brains, we thought it out, we informed the people of our thinking and asked for their input and did so many times.

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas etc.

OI!!! Child care, preschool and grades 1-4 are in Germantown as are the church office, 1 pastor and staff minister. Menomonee Falls has grades 5-8, school office, 2 pastors, and the principal(who moves between both campuses). There are 5 services in normal weeks: Menomonee Falls Thursday 6:45pm; Saturday 5pm; Sunday 8 and 10:30am; Germantown Sunday 9:15am. One pastor takes all, but another does the Germantown liturgy. Meetings and most Bible classes are held in Menomonee Falls since they have more rooms. Soccer games, volleyball and basketball games are held in Germantown because of space. With 40+ boards, committees, and organizations, both are used extensively each month. Germantown's gym is used for public elections. All mid-week services are held in Menomonee Falls because Germantown would require setting up the organ, chairs, altar etc. and then taking down again for school usage. Thanksgiving Wednesday evening is held in Menomonee Falls, but Germantown gets the Thursday am service since school is out and the worship stuff can stay up. Christmas LES services are held in Germantown; one during the Sunday 9:15 service and the other in the afternoon. Each service has about 600-700 in attendance. Confirmation service is held in Germantown at 2 pm with an average attendance of about 500 or more. Advent and Lent have two services in Menomonee Falls, 3:15 (as school lets out, good for seniors) and 6:45pm. Each service is well attended. Curiously, not only is our New Year's Eve service well-attended, but our New Year's Day service, which was about 40-60 is now up to well over 100. Funerals and weddings are normally done in Menomonee Falls' worship facility.

Did the opening of the second campus require that additional ministry staff be added?

It should have meant a third pastor, but that did not happen. It took 5 years and it was tiring for two pastors.

What is the distance between your two campuses?

4.5 miles traveled 2-3 times a day

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

We have a healthy mix. Some want a churchy style and will drive to Menomonee Falls while others like the time/mission flavor of the gym. Many have made one or the other relatively permanent, but others just move from one to the other depending upon convenience and schedules. The handful of nay-sayers at the beginning have gotten quiet. Those who insisted we would split in 3-5 years aren't heard anymore. People have learned to like it.

Comment on the existence of "personalities" between the two campuses.

That's hard to describe since the people move around so much. I think Germantown tends to be younger in age. More seniors tend to go to Menomonee Falls - pews are padded. Both are mission minded, both have the family feeling, both are so interspersed and intermingled that it is not a matter of them vs. us, but just us.

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

The Menomonee Falls campus area is aging as the homes in the immediate area were built in the '60's. Other areas are 15 years old or less. There are fewer children in the Falls area, or so it seems. Germantown is in building and large subdivisions have gone up, but the prices are rising very rapidly. In a sense both villages are twins, as only 1 street separates them. On that street are tons of stores, shops, food places. That makes it a big drawing card.

Both facilities house half our school. Most meetings are held in the Falls simply because it is more convenient to have more groups meeting at the same time, yet able to also meet together. The Elders, for example, divide up in small groups, each with a specific task/area, then gather as the main body, then a smaller, select group remains for the private issues.

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

The have not been any real changes in our congregation. It has been used to trying different things so long as they are not too outlandish and are explained well. Newer members have expressed a growing love for Bethlehem and the family feeling continues to grow.

What are your plans, both short and long term, for the ministry of your congregation?

We are attempting to educate and encourage the congregation in the blessings God has given us through Bethlehem as well as WELS. We are seeking to build up personal ownership of the work as well as deal with financial strains. Ultimately, we would like to build the worship area and final set of classrooms in Germantown. We would like to remodel the Falls facility. We seek to get inroads into our pre-school families, especially those who are from other countries. Child-care is being examined to see how that might increase.

Your insights

In your opinion, what is the greatest blessing of this ministry?

In your opinion, what has been the greatest struggle of this ministry?

What advice would you give to a congregation that is considering serving their Lord in this way?

Please offer any additional comments that you may have.

A “Split Campus” Questionnaire

Completed by: *Pastor Jonathan Kolander*

(Additional surveys have been completed by Pastor Kolander's associates, Pastors Paul Huebner and Peter Schmidt. For more information on ministry at Bethlehem, please confer those surveys.)

Congregational History

Name of Congregation:

Bethlehem Evangelical Lutheran Church

Year Founded:

Menomonee Falls location, 1960; Germantown, 2001

How Founded (ie. daughtered by St. John's WELSville, Iowa):

Menomonee Falls– mission start up, began worship in the local VFW hall with 35 members until purchased property at current site on Menomonee Avenue, built an A-frame chapel and two classrooms, campus has been expanded on five times...latest being in 1993 with the building of a gym, two more classrooms, transepts off of the church proper. G – out of room in our school, worship services already at five of and for the most part at 80% capacity, thought about relocating everything but congregation decided upon the idea of one church in two locations since not wanting to leave the Menomonee Falls area open even though Pilgrim is on the far south side of the Falls; approximately 49% of membership lived north of the Menomonee Falls' location, a couple of Milwaukee congregations were looking to move out to Germantown, WELS Mission Board was looking at the area too, we all got together along with neighboring WELS and all thought best Bethlehem take the leading in the area since a big % of the nucleus is from Bethlehem; idea was to build a school first and use the gym for worship since that was the higher need for space; worked with the sub-division and the village board to come up with a building that fits the area and will flow for future, Lord willing, expansion of classrooms and worship area (four previous times in years gone by was talk of being in Germantown entertained, but never with the concept of starting with a school and staying as one church)

Year that the split campus method was implemented:

2001

Address of the 1st campus:

**N84 W15252 Menomonee Avenue
Menomonee Falls, WI 53051**

Address of the 2nd campus:

**N108 W14290 Bel Aire Lane
Germantown, WI 53022**

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

See above for reasons to expand; will send by mail document used in our member gathering visits – will give history in brief and who does what chart; currently have three pastors and one staff minister, 11 LES teachers, 1 preschool teacher, 3 teacher aides for LES and pre, also operate all day child care facility, Pre-K through 4th grade at Germantown, grade 5 – 8 at Menomonee Falls, child care all day in Germantown, child care in Menomonee Falls before and after school; each campus (referred to as north (Germantown) and south (Menomonee Falls) has a full time administrative assistant.

We have had including to present five pastors here, I have been here since 1995 following R. Zimmerman's retirement; Paul Huebner was the first associate in 1984 and is still serving here, Peter Schmidt came on board in 2005 after serving five years in Orlando.

We have no intention at current to form two congregations, this arrangement is working out well so far thanks to dedicated lay and called leaders and staff

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

Not wanting to break up the membership; needed space as mentioned above; observed not all mother-daughter relationships go smoothly in working together – debt repayment, etc; plus did not want to saddle one pastor with a good size congregation, felt multiple staff could better meet the needs for the present while putting full time staff, called and hired in both locations so both campuses appear to be running everyday

Why did you choose the present location/facility as a second campus?

Property became available, sub-division was started and ready to expand around us so blessed with good timing since area in Germantown has many young families we believed would like our pre-school for starters and it has worked out that way so far

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

Started talk already in 1996, putting power point presentations together, member meetings, etc. so everyone had an opportunity to be involved in the decision process; became serious in the year 1998 when hired a financial group to help us organize proper funding

How were you personally introduced to this approach to ministry?

One of the people who developed the plan, did some calling within WELS to see if done before, to some degree in MN but they too saw differences and yet Bloomington and us are similar in concept...was told not really done before

What resources did you use to determine if this type of ministry was feasible for your situation?

WELS Evangelism, listening session among our members and area WELS church leaders

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas etc.

Menomonee Falls pretty much used 7 days a week, 15 hours a day, all space used up, considered the home base for worship, classes, meetings, etc.

Germantown – all space used up, during school busy 7 days a week, all games held in this gym due to bigger and entrance friendlier

Menomonee Falls – 4 services, Thursdays at 6:45 pm, Saturdays at 5:00 pm, Sundays 8 and 10:30 am

Germantown – 1 service on Sundays at 9:15 am

**Preacher for week takes the four Menomonee Falls service by himself, goes out to Germantown to preach while one of the other pastors does the liturgy at Germantown
Lay leaders teach Sunday Bible Study
Pastor lead several studies each during the week, mainly at the Menomonee Falls campus
Advent – three services at 3:15 and 6:45
Lent – six service at 3:15 and 6:45 ... no Thursday during A and L
Communion on second and last Sundays
Currently all other special services held at Falls except for Thanksgiving Day, eve at Menomonee Falls
LES Christmas held week before Christmas at Germantown for space reasons, do two services. We have set up teams, 8 of them, to set up the Germantown gym for worship each week**

Did the opening of the second campus require that additional ministry staff be added?

No, would have added anyway; challenge for organists adding a service in different location so need two organist per week, principal has challenge overseeing two yet congregation has made allowances in his schedule to go back and forth as he determines, currently in Germantown on Tuesday afternoons and all day Thursdays

What is the distance between your two campuses?

4 miles

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

Yes, depends when children sing or other personal reasons for attending different service; if tend to attend one place more that is where their mailbox has been placed...can move upon request (no blood involved)

Comment on the existence of “personalities” between the two campuses.

Similar given the two villages border each other

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

Menomonee Falls is more established traditional neighborhood, center of Menomonee Falls. Germantown location is in subdivision

9:15 service usually better attended, equal to 10:30, 8:00 has dipped in attendance

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

Community awareness more so with Germantown, also use building for public voting; have increased younger families and so giving has room for growth since approximately 40% of our new growth come from other or non church backgrounds

What are your plans, both short and long term, for the ministry of your congregation?

Looking into when to build second worship facility, keep paying down the debt while maintaining and expanding current ministries in local area and synod-wide, all day Kindergarten option, 2 year old child care and open to the public, working on ways to keep larger congregation “small feel” while highlighting strengths of being “bigger”

Your insights

In your opinion, what is the greatest blessing of this ministry?

Outreach potential

In your opinion, what has been the greatest struggle of this ministry?

Keeping staff on the same page, together with all the members ... so communication flow

What advice would you give to a congregation that is considering serving their Lord in this way?

Worth looking into, plenty of dialogue beforehand so members as a whole back it, as long as it is Biblical – think outside the box

Please offer any additional comments that you may have.

The ministry is not about “us” but about HIM.

A “Split Campus” Questionnaire

Completed by: Pastor Peter Schmidt

(A full survey has been completed by the other two pastors at Bethlehem. The following is a condensed questionnaire which focuses on Pastor Schmidt’s reactions to split campus ministry. For a more information about ministry at Bethlehem, please confer the surveys completed by Pastors Paul Huebner and Jonathan Kolander.)

How were you personally introduced to this approach to ministry?

My first experience with this type of ministry came in August 2005, when my call packet from Bethlehem was received. While unusual, the set-up of Bethlehem was actually one of the big positives for Bethlehem as I deliberated the call. It was a plus in that it showed me that Bethlehem was willing to do ministry a little bit differently (in externals I am talking of course), if that is how the Savior’s work is going to be best done.

If you were involved in the planning, what resources did you use to determine if this type of ministry was feasible for your situation?

N/A

Comment on the existence of “personalities” between the two campuses.

The Sunday morning difference would be in age. The 8:00 am service is in the Falls, which tends to have an older crowd. The 9:15 service at Germantown tends to be younger families, and perhaps for this reason there are a lot of people walking into that service 5 minutes after the worship service begins. The 10:30 service at the Falls is a similar group to the Germantown service. So it appears that the difference in personalities really isn’t because of campus, but because of service times. And I should say that with very few exceptions, I have seen all our members worshipping at either campus, though it is easy to tell which one is the preference of a particular family.

Briefly compare and contrast the two campuses.

They are 4 miles apart.

Menomonee Falls, the older campus, is landlocked. The property consists of our buildings, blacktop, and that's about it. There is absolutely no possibility of expanding upwards or outwards.

Germantown is newer, and has much green-space, so there is much potential for growth. Also, with the buildings being newer, they are somewhat more attractive. For instance, we play our basketball games in the Germantown gym. The Germantown campus is also located in a newer, growing upper-middle class neighborhood, while the Falls campus is in an older, more established middle-class neighborhood.

In your opinion, what is the greatest blessing of this ministry?

This allows our ministry to take place in two areas. We have twice the visibility than we would have at one place. People have twice the options to worship and learn about their Savior.

In your opinion, what has been the greatest struggle of this ministry?

The driving back and forth between the two is sometimes a pain, especially when you forget something at one of the campuses and have to go back! But that's more of a minor nuisance than a major problem.

I think the greatest struggle is getting people to understand the set-up, members included. I've had newer members ask me if I am pastor at the Menomonee Falls campus or the Germantown one. It takes a little education for people to understand that Bethlehem is one church, in two locations.

What advice would you give to a congregation that is considering serving their Lord in this way?

N/A

Please offer any additional comments that you may have.

With three pastors, a principal, a church secretary at one location, and a school secretary at the other, communication is vital. There are a lot of phone calls between the staff, but even more so important is email.

A “Split Campus” Questionnaire

Completed by: Pastor Scott Spaulding

(A survey has been completed by Pastor Spaulding’s associate, Pastor Rod Pudell. For more information on ministry at Bloomington Living Hope, please confer that survey.)

Congregational History

Name of Congregation:

Bloomington Living Hope Lutheran Church

Year Founded:

1952 (Living Hope 1996)

How Founded (ie. daughtered by St. John’s WELShville, Iowa)

Daughtered by Pilgrim Lutheran Church, Minneapolis

Year that the split campus method was implemented:

1996

Address of the 1st campus:

**9350 Portland Avenue S
Bloomington MN 55420**

Address of the 2nd campus:

**8600 Horizon Drive
Shakopee, MN 55379**

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

We have a large LES founded in 1952 as well, BLLH has been served by 6 pastors. I have served since 1984.

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

A new bridge was built over the Minnesota River in 1996 that opened the southwest metro area to new expansion. We began a church ministry in 1996 and school ministry in 2002. A split campus concept was chosen because we could control and provide more resources to the effort.

Why did you choose the present location/facility as a second campus?

The location is great. It's on a main highway in the area and very visible.

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

One year in both cases.

How were you personally introduced to this approach to ministry?

My associate at the time, Mark Liesener – now retired, had tried this concept for a short time with a church start in Eden Prairie, MN. He wanted to try it more fully again.

What resources did you use to determine if this type of ministry was feasible for your situation?

We had none in the WELS. We did talk with other denominations the area who had some experience with this.

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas etc.

Worship at our Bloomington location for a typical weekend is Saturday at 6 p.m., Sunday at 8 and 10:30 a.m., Monday 7 p.m. At Living Hope – Church for young families is at 8:15 a.m and the regular service is at 10 a.m. We have midweek Advent and Lenten services at both locations. In fact all services are duplicated through out the year at both locations. We run P-4 at Living Hope during week. We operate a full P-8 at a third school location in Bloomington.

The pastors each preach on a given weekend. There is an effort to avoid a weekly swap to provide stability, but when all is said and done each one ends up at each campus about 50% of the time.

A Sunday morning Bible class is held at each campus and it is led by lay leaders. Occasionally a retired pastor will provide pulpit assistance.

Did the opening of the second campus require that additional ministry staff be added?

Yes. We added a pastor after the first 3 years.

What is the distance between your two campuses?

15 miles

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

Yes, for school, weekly programs and worship.

Comment on the existence of “personalities” between the two campuses.

Living Hope is community church comprised of young families. Bloomington is a large regional church with greater diversity in ages.

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

Living Hope worship attendance and contributions are one-third of the total of both. Shakopee is a community that is exploding in population. Bloomington is an older,

static community. Depending on the building availability, ministry or program need and the location of those involved determines where ministries or programs take place.

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

Bloomington was able to experience mission work hands on. As Living Hope grows more Bloomington members are drawn to it for its youth and vitality.

What are your plans, both short and long term, for the ministry of your congregation?

To continue as one congregation in two locations. Building expansion at Living Hope for school and church needs is on the horizon.

Your insights

In your opinion, what is the greatest blessing of this ministry?

Being part of God expanding his kingdom in our area.

In your opinion, what has been the greatest struggle of this ministry?

Provincialism. People only thinking about or caring about the location at which they worship. Also, the omnipresence issue – the expectation that staff be at both places at the same time.

What advice would you give to a congregation that is considering serving their Lord in this way?

Plan not just a start, but an end plan as well. Be clear as to what the end result of this effort will be – one church, two churches?

Please offer any additional comments that you may have.

We contemplated a name change for Bloomington Lutheran to Living Hope so that our whole ministry would share the same name. It would have been easy to do if Bloomington Lutheran had a name that was not localized. We held one meeting of selected people to get a feel for the congregation's response to changing Bloomington's

name to Living Hope. This suggestion was not received well. Needless to say, we went with the combo name in the event the two locations ever split.

A “Split Campus” Questionnaire

Completed by: Pastor Rod Pudell

(A full survey has been completed by Pastor Pudell’s associate, Pastor Scott Spaulding. The following is a condensed questionnaire which focuses on Pastor Pudell’s reactions to split campus ministry. For more information on ministry at Bloomington Living Hope, please confer the survey completed by Pastor Spaulding.)

How were you personally introduced to this approach to ministry?

It was already part of the ministerial plan and setup when I received the call. As chairman of the Religion Department at St. Croix Lutheran High School at the time and a member of the Bloomington Lutheran congregation, I was already keenly aware of the plan and the evangelism opportunities it presented.

If you were involved in the planning, what resources did you use to determine if this type of ministry was feasible for your situation?

I was not part of the planning procedure at that time. I was consulted about the area and potential growth that a new bridge would cause, since I had previously been pastor in the Shakopee area for 12 years. That helped me immensely in understanding the ministry potential for such a program.

Comment on the existence of “personalities” between the two campuses.

The two campuses each have a different and distinct personalities which require different methods of ministry. The Bloomington campus is located in a “first tier” suburb situation with changes rapidly occurring due to an approaching metro/city atmosphere. It resembles many of our WELS congregations in having a base that comes from traditional Lutheran background and is relatively age diverse with a mix of younger and older families. Since many of the houses around that facility are traditional 50’s ramblers with long time residents, the evangelism base hasn’t changed much, with fewer and fewer young people in the area. It does attract the 20-30 something young urban professional.

The Living Hope campus has a totally different dynamic, due in part to its age base and the fact that it is a relatively young congregation. Because of the new suburb created by the recent improvement to the bridge, Living Hope is located in a rapidly expanding and exploding area. Almost the entire makeup of the congregation is young families –

families not only young in age with many small children (a typical children's message will have almost 100 young people under the age of 4 come to the front of the church!), but also families who are very young and new to the faith. Whereas most of our WELS congregations have the tendency of growing by marriage and transplants from other Lutheran and Christian denominations, Living Hope is comprised to a large extent of people who are very new to the faith. Because they are the "milk of the Word" ministry approaches by necessity have to differ from those of Bloomington Lutheran. But because of the youth and vitality of this exploding congregation, there is an electric dynamic about this aspect of our ministry that is truly infectious.

Briefly compare and contrast the two campuses.

I've already listed many of them in the previous question. Perhaps the one dynamic that is common to each is the understanding that our primary purpose as a congregation is not merely to serve ourselves, but to intentionally engage the unchurched where they are at and reach out with the Gospel in any and every way that will speak to them.

In your opinion, what is the greatest blessing of this ministry?

The ability to conduct initial outreach ministry on a grandeur scope that offers more opportunities and personal programs that meet the spiritual needs of the young families of the Living Hope area. As a combined ministry, we will also able to establish and build a campus that is not only much larger than the typical worship/education/fellowship unit, but also more attractive and flexible to meet present and future ministerial needs with ongoing youth programs, Christian education opportunities etc.

In your opinion, what has been the greatest struggle of this ministry?

Continuing to keep before the eyes and hearts of our congregation that we are "one congregation in three locations always poses a challenge. To battle against provincialism in the congregation, to communicate between facilities, to plan joint activities of fellowship so that all of our members are incorporated into the ministry and become familiar with its many aspects on both sides of the river as well as with each other continues to be an ongoing challenge.

What advice would you give to a congregation that is considering serving their Lord in this way?

Perhaps we were in the right place at the right time; but judging from the amazing blessings that God has granted to every aspect of our ministry, I would strongly encourage any and every congregation to consider this. If you have a "mission-minded"

congregation whose intent is to truly engage the unchurched where they are at, this avenue of ministry might be one way to help accomplish that.

Please offer any additional comments that you may have.

Perhaps one comment to be made about this kind of ministry: Hang on tight and prepare for the ride of your life. It's probably not for everyone. You have to be somewhat of a workaholic if you enter this type of ministry, because if we are any indication, God will throw open the floodgates and give you more opportunities to reach out with the Gospel than you could ever imagine. And that's truly wonderful.

A “Split Campus” Questionnaire

Completed by: The pastoral staff at Christ, North St. Paul and Hugo, MN

*Joel Gawrisch
Matt Henning*

Congregational History

Name of Congregation:

Christ Lutheran Church

Year Founded:

1887

How Founded (ie. daughtered by St. John's WELsville, Iowa)

Trinity Lutheran in St. Paul had several members traveling to worship there every Sunday. Eventually, Pastor Tirmenstein of Trinity began making the trip to North St. Paul and conducting the services from a member's home. As attendance increased, the decision was made to start a new congregation in North St. Paul.

Year that the split campus method was implemented:

2005

Address of the 1st campus:

**2475 East 17th Avenue
North St. Paul, MN 55109**

Address of the 2nd campus:

**Oneka Elementary School
4888 Heritage Parkway North
Hugo, MN 55038**

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

Christ Lutheran has had 13 resident pastors. The LES began in 1976 with two teachers and has now grown to a student body of nearly 200. Currently, the number of souls in the congregation is just shy of 1400.

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

**A need for opportunity to put gospel joy into practice
Recognition of explosive growth (by Midwest standards) in the Hugo area
Hugo was / is an “underchurched” town – 4 churches serving 8,000-10,000 people
Hugo is smack-dab in the middle of a corridor along I-35 of 45,000 people, served by one WELS church**

Why did you choose the present location/facility as a second campus?

In addition to the above comments, the elementary school was the only place in town that had the size to handle our gathering

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

The initial thought was in 2001. Serious consideration began in the Spring of 2004. The 1st Sunday in Hugo was in September 2005.

How were you personally introduced to this approach to ministry?

A few others had tried this in WELS, including Bloomington Lutheran. In recognizing the opportunity for Outreach in Hugo, we also recognized the need for keeping the Hugo ministry a part of Christ Lutheran’s over-all ministry. The idea, then, came from a number of sources: area congregations (WELS and Non-WELS), Mission Counselor Wayne Schulz, personal research, and various authors discussing / identifying trends in the emerging church.

What resources did you use to determine if this type of ministry was feasible for your situation?

The initial drive came from a combination of our Evangelism and Planning committees. The opportunity in Hugo was verified through our WELS Mission Counselor. A meeting was held to determine interest and to identify a possible core group for exploratory work in Hugo. From that meeting was formed the Hugo Task Force. This committee looked at the available information (referenced above) and laid out a number of targets over a six-month period for beginning to host worship in Hugo.

We used magazine and internet articles on multi-site churches, our mission counselor, the District Mission Board, and lots of vision / planning meetings (people, basically).

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas etc.

On September 3rd, 2006, Christ Lutheran began worshiping at Oneka Elementary School in Hugo. This brand new school is in the heart of the new development currently taking place in Hugo. On Sunday mornings, there is one presiding minister in North St. Paul and one presiding minister in Hugo. Then there is a traveling preacher. The presiding ministers stay at the site and also do the Bible Classes. On the other hand, the traveling pastor begins in North St. Paul and preaches for the 8:00 service. He then travels to Hugo where he preaches for the 9:30 service and then immediately leaves for North St. Paul to preach for the 10:30 service. All three pastors are on a rotating schedule with preaching. Currently, mid-week Advent and Lent services are only conducted in North St. Paul but Christmas and Easter services are also held in Hugo. The Bible Information Class in Hugo is conducted at *Water's Edge Community Center*, which is in a subdivision just down the street from Oneka Elementary School.

Did the opening of the second campus require that additional ministry staff be added?

In May of 2006, Christ Lutheran extended a call to me (Matt) to serve as their outreach pastor. My call is designed so that I focus primarily on the outreach efforts in Hugo but also do evangelism in North St. Paul.

What is the distance between your two campuses?

Approximately 15 miles

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

Yes, there are several members who worship regularly at both sites. For some, this is due to the fact that they live nearly exactly in the middle of the two sites. For others, it may be due to the fact that they have children who attend the LES in North St. Paul so they attend that campus when the children sing for worship.

Comment on the existence of “personalities” between the two campuses.

(Matt) Since the Hugo campus is relatively new, no distinct personality has emerged. However, since it has fewer in attendance on Sunday mornings, it allows for a more intimate setting similar to many new mission starts.

(Joel) There is a decided “us and them” mindset. Part of our core group in Hugo has been formed by a former WELS church now moving towards dissolution. This means that there is a smaller group within the larger Hugo “regulars” that have been worshipping together for years. Steps have been taken to create unity and a new history together. The Lord has richly blessed our efforts. From the North St. Paul perspective, I would describe the attitude is more of a mother / daughter relationship. They recognize the Hugo effort to be a part of the ministry of Christ Lutheran, but just assume the Hugo group will someday “grow up” and break free. We’re all members of Christ Lutheran, but there is a subtle identification with one’s primary worship site. So, some work yet to be done.

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

(Matt) North St. Paul averages over 500 in worship per Sunday and Hugo has been averaging approximately 75 – 80. The neighborhood surrounding the North St. Paul campus is more established with many ramblers built in the 1960’s. Hugo was a small, sleepy town until a moratorium was lifted and development skyrocketed. Now Hugo is a bedroom community of the Twin Cities with town homes and single family homes. North St. Paul has many weekly ministry activities while Hugo is beginning more and more new activities with an outreach focus. These activities include a Family Sunday and a Birthday Breakfast for Jesus.

(Joel) Our North St. Paul (NSP) campus is a large facility with a sanctuary seating 450 and a school facility for 200+ students. Average Sunday attendance is around 550. The congregation was established back in 1887 and a number of original families are still with the congregation. Hugo has an average of 75 in worship. They use a rented facility. There are lots of new people. While the North St. Paul campus is a warm and inviting atmosphere, the Hugo campus is decidedly a friendlier, more relaxed environment.

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

Both sites have benefited from the dual-sites. North St. Paul has benefited by having an opportunity to see mission efforts firsthand and to be a part of outreach efforts. Hugo has benefited from the support of a large congregation with many resources and talents.

What are your plans, both short and long term, for the ministry of your congregation?

While the ministry plans are still being developed, the one definite is that the congregation will continue the dual-site approach rather than having Hugo break-away and become a separate congregation. This allows the pastors to specialize in their area of ministry and allows the flexibility of having two sites.

Your insights

In your opinion, what is the greatest blessing of this ministry?

(Matt) In the short time that I have been here, I have greatly enjoyed watching the enthusiasm in North St. Paul build over what is happening in Hugo. Hugo provides the members with an opportunity to see mission work firsthand and to even get involved with canvassing and promotion. Furthermore, it has been a blessing for those in Hugo to have the stability of a large congregation backing their efforts.

(Joel) Resource sharing is a big blessing of this style of ministry. There is a level of quality that can be achieved by sharing resources. For example, the Outreach pastor can make greater use of time and resources by using the same outreach push in North St. Paul as in Hugo. Recruits for outreach events are not just drawing from the core group in Hugo, but from a large membership. Worship planning can be done for both campuses with necessary tweaks for the appropriate campus. An exploratory mission church may have to settle for a soloist while our Hugo campus can enjoy the 40 voice Senior choir from North St. Paul.

In your opinion, what has been the greatest struggle of this ministry?

(Matt) There have been no major challenges between the two sites. Perhaps the greatest challenge would be clear and consistent communication and uniformity between the two sites.

(Joel) It can be a struggle keeping everyone focused on unity into the future.

What advice would you give to a congregation that is considering serving their Lord in this way?

(Matt) Dual-sites for worship provide a unique opportunity to do outreach that a new mission start simply cannot offer. To any congregation wrestling with such a decision, I would point them to the enthusiasm that a new site provides. Additional advice would be to keep uniformity between the sites by keeping the same name, logo, etc. so that people begin to view them as one and the same church. Furthermore, having all the pastors assist with worship at both sites helps to maintain a consistent, uniform feel to both campuses.

(Joel) I would encourage them to set clear goals and work to achieve them. The Lord promises to bless faithfulness. Make faithful use of planning and detail skills.

Please offer any additional comments that you may have.

(Joel) Another aspect to this multi-site approach stems from a look into the future. As the neighborhood changes in North St. Paul, the campus may find itself in the same situation as many other inner ring, urban congregations. Outreach to the community may slowly fade away. Often times, these struggling congregations are in such perceived desperate straits that church membership is hesitant to keep trying outreach activities. (You get a lot of “We tried that and it didn’t work” or “And what if it doesn’t work?”) Lord willing, the Hugo campus will be a strong and viable campus well into the future. With a unified ministry and budget, resources will then be available for decades to come to continue to reach out in North St. Paul, regardless of change in the neighborhood and/or membership.

A “Split Campus” Questionnaire

Completed by: Pastor Michael Weigand

Congregational History

Name of Congregation:

Peace Lutheran / WELS Ministry Center

Year Founded: (ie. daughtered by St. John's WELSVille, Iowa)

1969 / 2005

How Founded:

Peace was a WELS mission start (nucleus had a connection to Bay Pines Luth.)

Year that the split campus method was implemented:

2005

Address of the 1st campus:

**2205 Arcadia Road
Holiday, FL 34690**

Address of the 2nd campus:

**6801 Wisteria Loop
Land O' Lakes, FL 34638**

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

Peace was begun targeting retirees in the Holiday area in the late 60s. It grew and became self supporting very quickly. In order to reach young families and native Floridians, it opened an elementary school in 1978. The congregation's membership peaked at around 200 in the early 90s. You will see some stats that put it at 230 -250, however winter visitors (3-6 month retirees who consider another church their home) were included in these stats which inflated them somewhat. Since the early 90s, the neighborhood surrounding Peace changed dramatically. It is no longer considered a prime retirement area, and consists mainly of starter homes. The income level is low, and consequently implementation of tuition at the school was not advisable. Due to financial pressures and enrollment drops, the school closed in 2003. At this time relocation was on many people's minds. Parish assistance was brought in, and the question was investigated thoroughly. The ultimate decision of the congregation was to rent out the school facility to a preschool/daycare and to use the dollars to open a second location in a rapidly growing area about ½ hour away in Land O' Lakes. The hope is that a new ministry could be started with minimal dollars which might one day be the larger and more financially soluable of the two campuses. Perhaps one day this campus would be able to help maintain a very urban ministry at the Holiday location.

3 Pastors have served at Peace:

Pastor Goegline from 1968 – 1975

Pastor JP Meyer from 1976-2000

Pastor Michael Weigand 2001- present.

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

Area of population growth was outside the reach of our current facility and nucleus. Areas between Holiday and Land O' Lakes while growing were already saturated with new churches including ELCA and LCMS.

The predicted growth in the Land O' Lakes area is enormous.

Starting from scratch in the new area would give us great flexibility in planning worship, Bible study and program ministry, while giving us the stability of Holiday's staff and infrastructure.

Synod's declining mission resources were an insentive to try and save the cost of a new start.

With a two campus ministry, man hours could be used more efficiently, and staffing flexibility would be greater (i.e. you would not be tied to calling a full second pastor as quickly)

Why did you choose the present location/facility as a second campus?

Rapid growth
Massive growth predicted
Few churches active there right now
Not encroaching on any WELS church's current ministry

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

I don't consider the plan fully implemented yet. We do have a Sunday service at Land O' Lakes each week, but with only a handful of participants. To answer your question, from consideration to our first meeting was one and one half years.

How were you personally introduced to this approach to ministry?

Brainstorming sessions at long term planning meetings

What resources did you use to determine if this type of ministry was feasible for your situation?

Parish assistance consulting materials

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas, etc.

Monday 10/23
Tuesday 10/24 7:15 PM BIC
Wednesday 10/25 1:30 PM "Through the Bible" Bible Study
6:30 PM Confirmation Class
Thursday 10/26
Friday 10/27
Saturday 10/28 10 AM Women's Bible Study
Sunday 10/29 REFORMATION SUNDAY
8:45 AM Bible Study / Sunday School
10 AM Worship & Choir Sings
11 AM Brunch / Youth Group
12 NOON Satellite Worship

In addition I and a team do canvass work at the satellite Wednesdays and some Saturdays.

We do outreach work on Thursday nights at the Holiday campus.

Did the opening of the second campus require that additional ministry staff be added?

Not immediately, but manpower help was / is needed soon afterward, we will receive it in the way of a lay worker couple from Kingdom Workers.

What is the distance between your two campuses?

27 miles

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

Yes, but not as a matter of practicality, I have Holiday members who travel to the satellite to provide for moral support for the small core that meets there.

Comment on the existence of “personalities” between the two campuses.

Peace is more traditional, yet is quite open to change and experimentation. The ministry center is smaller, most are not good singers, a bit more laid back.

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

Satelite: Average attendance - 6 people, middle class neighborhoods (subdivisions, some gated, most not gated), worship and some bible study is offered

Peace: Average attendance – 103 people , lower middle class – lower class neighborhood, very low avgerage income (lowest in Tampa metro area), Sunday worship, Sunday school, summer day camp, multiple Bible studies, and fellowship groups

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

Pastor strains to balance ministry time. The transition from initial excitement to the every day grind of actually doing the work it takes to maintain this ministry is challenging, but worthwhile

What are your plans, both short and long term, for the ministry of your congregation?

Short term: Kingdom Worker couple to help canvass and re-evaluate worship time and format. Long term: Apply for level 2 or 2+ mission status and call a second worker experienced and talented in outreach to lead outreach at both locations.

Your insights

In your opinion, what is the greatest blessing of this ministry?

Getting the message out to a new group

In your opinion, what has been the greatest struggle of this ministry?

Balancing time and energy to get the ministry off the ground without hindering the ministry at our main campus is the biggest challenge of operating at 2 locations

What advice would you give to a congregation that is considering serving their Lord in this way?

N/A

Please offer any additional comments that you may have.

I would be of more help 2 or 3 years down the road when we can do better evaluation.

A “Split Campus” Questionnaire

Completed by: Pastor Michael Weigand

Congregational History

Name of Congregation:

Peace Lutheran / WELS Ministry Center

Year Founded: (ie. daughtered by St. John’s WELSVille, Iowa)

1969 / 2005

How Founded:

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Synod's declining mission resources were an insentive to try and save the cost of a new start.

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How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

I don't consider the plan fully implemented yet. We do have a Sunday service at Land O' Lakes each week, but with only a handful of participants. To answer your question, from consideration to our first meeting was one and one half years.

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Brainstorming sessions at long term planning meetings

What resources did you use to determine if this type of ministry was feasible for your situation?

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In your opinion, what is the greatest blessing of this ministry?

Getting the message out to a new group

In your opinion, what has been the greatest struggle of this ministry?

Balancing time and energy to get the ministry off the ground without hindering the ministry at our main campus is the biggest challenge of operating at 2 locations

What advice would you give to a congregation that is considering serving their Lord in this way?

N/A

Please offer any additional comments that you may have.

I would be of more help 2 or 3 years down the road when we can do better evaluation.

A “Split Campus” Questionnaire

*Completed by: The pastoral staff at Redeemer, Tuscon/Marana,
AZ*

*Phil Koelpin
Tim Westendorf
Aaron Boehm
Mark Jacobson*

Congregational History

Name of Congregation:

Redeemer Evangelical Lutheran Church & School

Year Founded:

1944

How Founded (eg daughtered by St. John’s WELSVille, Iowa)

It was founded by several members of Grace who wanted to start a church that would have a Lutheran Elementary School since Grace had closed their school. I don’t know if I would call it a daughter congregation of Grace. I have never heard it referred to as that.

Year that the split campus method was implemented:

The idea started in May 2004. Property was purchased July 2005. Several small group Bible classes and youth group activities are taking place in the home on the property. Weekly worship will begin December 3, 2006.

Address of the 1st campus:

**8845 N. Silverbell Road
Tucson, Arizona 85743**

Address of the 2nd campus:

3965 W. Moore Road
Marana, Arizona 85653

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

Redeemer Evangelical Lutheran Church, Tucson, Arizona, was organized in November of 1944 (Then it was called “Flowing Wells Evangelical Lutheran Church”). It was founded by several members of Grace Evangelical Lutheran Church who felt a need for a Lutheran Elementary School in the northwest part of Tucson. The first pastor of the new mission church was Fredrick Knoll.

On July 27,1947, the congregation renamed itself Redeemer Evangelical Lutheran Church.

The members of Redeemer recognized the need for a Christian Day School. In the fall of 1948 Redeemer Lutheran School opened with 27 students. They were taught by Pastor Knoll and Mrs. Emil Emde. The school immediately flourished. Mr. Carl Metz accepted the call to serve as principal that year and another classroom was built.

The congregation and school continued to grow steadily through the 60s, 70s, & 80s. In an effort to continue to grow as a congregation Redeemer relocated in 1998 to its current location. As Redeemer continued to grow, this time at a quicker rate than anticipated, the congregation voted to look into developing a satellite campus in the Dove Mountain community. In 2004 Redeemer called two tent ministers to serve as pastors with a goal to transition them into full time ministry within 2 to 3 years.

14 pastors have served at Redeemer since its inception in 1944. Redeemer is currently served by Philip Koelpin (since 1989), Timothy Westendorf (2002), Aaron Boehm (2004) and Mark Jacobson (2004).

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

The blessings the Lord has brought to our first site gave confidence to start a second site. Home missions did not have the means to fund such a mission effort on its own. It was felt that a split campus approach would lead our congregation and its pastors to focus on more ministry and less administration.

Why did you choose the present location/facility as a second campus?

There wasn't a church active in the Dove Mountain community, let alone a Lutheran Church. We have about 15% of our membership living closer to that community than our current location in Continental Ranch. We have a member within our congregation who works as a civil engineer and he is able to give us the foresight of where communities will be developing.

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

The plan, I suppose, is still in the implementation process. The first consideration of opening of the second campus came in the spring of 2004. There have been a number of unexpected blessings and bumps. Dove Mountain (community in Marana) is still years away from developing into the community we are anticipating. We held a dedication service on September 25, 2005 for our Dove Mountain property and facility (it's a home). We plan to have the facility restructured to hold a sizable assembly (80-100 worshippers) for our first service December 3, 2006 (We don't expect that many to come). We don't have the facility(ies) implemented yet. We don't have all the ministries implemented yet.

How were you personally introduced to this approach to ministry?

(Mark) I was introduced to this as the "Pentecost Project" explained to the senior class at the seminary in spring of 2004 by President Valleskey.

What resources did you use to determine if this type of ministry was feasible for your situation?

(Tim) We called a few WELS congregations who have taken the split campus approach. I recall talking with one of the pastors at Bloomington Lutheran in Minnesota. They advised us of the possible blessings and challenges of such an approach.

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas etc.

(Aaron) Mark and I have offices at the Dove Mountain campuses. Phil and Tim have offices at the Continental Ranch campus. Our time varies at each location from week to

week. At Dove Mountain we have a Tuesday evening small group Bible study. Every other week our 20/30 Group meets at Dove Mountain. Our youth groups also have events going on at Dove Mountain maybe once a month or so.

(Tim) We have conducted meetings of the Board of Elders and the Church Council at both locations on an alternating basis. The majority of the activity right now happens at our first location. We are in the process of making a Sunday morning schedule that will work for services and Bible classes. We are still very early in the planning stages for these things.

One idea that surfaced was to have one guy preach all four services each weekend (Thursday 7pm, Sunday 8 and 10:30 at the Silverbell campus and Sunday 9:15 at the Moore Rd. campus). The plan would have been to have a liturgist at each location and the extra guy at Silverbell to greet, teach one of the Bible classes, etc... We scrapped that plan.

Instead we will try a different approach (at least until Easter). Mark Jacobson will be the "face with the place" at Moore Rd. We've heard that it is important to have some consistency at the satellite, especially for the sake of visitors. He will preach there 2 Sundays. He will do liturgy on another Sunday. The fourth Sunday he will do liturgy at the Silverbell campus. The other three pastors will rotate to cover two Sundays at Moore Rd. and four Sundays at Silverbell. This will mean that two men will preach each weekend and we'll all preach every other week.

A pre-service Bible class is offered at Moore Rd. (8:00am). Once we get some prospects we will offer a post-service BIC (10:30am). At Silverbell we have 8am and 10:30am services with Bible Class in between. We offer two adult Bible classes, and Boehm teaches catechism to the public school kids. We have two male teachers who have agreed to fill in for some of these Sunday morning Bible classes when we need them to (in most cases once a month unless Koelpin is gone on a BWM trip).

Did the opening of the second campus require that additional ministry staff be added?

(Tim) We actually added the staff in anticipation of the second campus. Without additional manpower we would have had a very difficult time going forward with this concept.

What is the distance between your two campuses?

(Mark) The campuses are about 10 miles apart. A good 20 minute drive.

(Tim) Several key roads are in the planning stages. When they are finished we anticipate a 10-15 minute drive between campuses. Of course they are not scheduled to be done until about 2010.

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

Yes. Our Dove Mountain campus has been used for Bible studies, youth and family ministries and meetings.

(Tim) Mark Jacobson is in the process of soliciting information from our members to find out who is planning to attend services at Dove Mountain versus Continental Ranch. No matter what kind of programs we put in place I think we will see that people will attend events at one or the other campus based primarily on the distance they'll have to travel, the times that things are happening, and the activity that is being planned.

Comment on the existence of "personalities" between the two campuses.

It is too early to tell.

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

Many feel that Dove Mountain is an older community than Continental Ranch. It may well be that the Dove Mountain community as a whole is more affluent than that of Continental Ranch. Right now the ministry activities offered at Dove Mountain are very limited.

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

N/A

What are your plans, both short and long term, for the ministry of your congregation?

In the short term we hope to continue to worship and reach out to the community. We hope to have our new Ministry Center be used for about two years. As this congregation grows and congregational needs are identified we will build facilities to meet those needs as funding is available.

Your insights

In your opinion, what is the greatest blessing of this ministry?

(Mark) This approach cuts down the time of preparation for administration among the pastors.

(Aaron) Potential. Two campuses allow us to reach many more with the gospel.

(Tim) It gives the congregation ownership of “home missions” right in their backyard. It is exciting to be able to offer multiple locations of worship that we might reach a larger audience of people.

In your opinion, what has been the greatest struggle of this ministry?

(Mark) Which campus did I leave my Bible at?

(Aaron) I anticipate it will be the struggle of keeping the “one church” mindset. We already have members asking how things are going in Dove Mountain, as if they don’t have any ownership there. One congregation with two campuses; not two different churches with the same name.

(Tim) Scheduling the activities of two campuses and four pastors. Keeping the eyes of the people of Continental Ranch focused on the ministry that is (will be) happening at the second campus.

What advice would you give to a congregation that is considering serving their Lord in this way?

(Mark) Drill the point home that we are one church in two locations.

(Aaron) Take the time to carefully evaluate other churches that have done it, and learn from *their* mistakes (or skip that part and study Brian Hackmann’s excellent research instead).

(Tim) Ditto. It is important that the congregation understands what is happening and that they are behind the idea in concept and in the support (volunteering, offerings) they give.

Please offer any additional comments that you may have.

(Aaron) Communication, communication, communication. Always keep in front of your people what’s going on at either campus.

A “Split Campus” Questionnaire

Completed by: Pastor Randy Hunter

Congregational History

Name of Congregation:

St. Andrew

Year Founded: (ie. daughtered by St. John's WELSVille, Iowa)

1975

How Founded:

WELS Mission

Year that the split campus method was implemented:

2006

Address of the 1st campus:

**6815 Schneider Road
Middleton, WI 53562 (Hwy 12 & Schneider Rd)**

Address of the 2nd campus:

**5757 Emerald Grove Lane,
Waunakee, WI 53597**

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

- **Started preschool in 1990**
- **Called first Staff Minister (for Bible studies) in 1993 (took a call in 2000)**
- **Relocated to major highway in 2001**
- **Began a community school in 2001**
- **Called a Staff Minister (for worship) in 2003 (still on staff)**
- **Current enrollment of 150 (Pre-K – 8th grade)**
- **Preparing to call second Staff Minister (for Bible studies) in 2007**

- Took over the property/liabilities of another church (5,000 sq ft building on 5 acres, parsonage) and began Saturday night services
- Pastor Hunter has served as pastor since 1985
- See attached history

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

We avoid the term “split campus” and use the term, “multi-site.” To some, the word split would seem to diminish attention (as in, splitting your attention, allowance or sundae). We hope the phrase “multi-site” communicated expanding ministry to serve more people.

See the attached Vision document. It’s the result of a year of prayer, study and discussion on the mission of the church. One component of the vision is to get off our campus and into other areas through satellite ministries.

Why did you choose the present location/facility as a second campus?

We didn’t. We envisioned a store-front kind of location and had a couple in mind. However, shortly after adopting the vision of satellite ministry another congregation approached us and asked if we would like to take over their building and carry on ministry at their site.

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

We “negotiated” with the sister church for about a year. We did not want strings attached to the “deal” – about style of worship, retaining staff, changing the building, etc. After the legal acquisition, we did begin a Saturday night service but this was more or less to get a few of the opponents of that congregation to go along with it. If we had our way, we would not have started the Saturday night service. Our plan initially was to board up the building and let it sit vacant for a year while we studied our options and sought God’s vision.

How were you personally introduced to this approach to ministry?

Reading about trends in other churches

What resources did you use to determine if this type of ministry was feasible for your situation?

The gifted members of St. Andrew applied their skills, abilities and sanctified judgment to the decision. We studied the mission of the church, the vision for St. Andrew and the practical opportunities in the new location and concluded, quite easily, it seems to be a good direction.

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas etc.

As I noted earlier, right now we just do Saturday PM worship, with a children's Bible time during the sermon. Our original intention was to evaluate whether or not to continue the Saturday PM service after Christmas – depending on the ability of our current staff to do it, number of unchurched attending and number of members attending. Attendance has been averaging 60+ so we may continue doing it. Long term, though, we envision a fully functioning church at the site with typical programs of ministry.

Did the opening of the second campus require that additional ministry staff be added?

Right now, our current pastor leads the Saturday PM service and musicians play. We may go to Sunday morning worship soon. Initially gifted lay people will open the doors, make the coffee, read the scripture, invite and lead prayers, and our musicians will play the music and lead singing. When it comes time for the sermon, a live feed from our Middleton location or a DVD of the sermon would be broadcast on the screens.

What is the distance between your two campuses?

7 miles

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

Yes, purely for convenience -- if it's more convenient to worship on Saturday PM. This concerns us tremendously. We do NOT want to develop our little clubhouse to make life easier for us. Our satellite vision is to reach pagans, not provide a convenience. Now, on the other hand, we like our convenience and we can't complain when we offer it and people use it!

Comment on the existence of “personalities” between the two campuses.

It’s too early to tell, but we hope to develop a “branding” approach – to identify characteristics of the St. Andrew experience which we want to try to develop in all of our satellite locations.

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

Both are mainly white, highly educated, white collar, suburban communities; although the satellite location is more “small town” than the original Middleton campus. Given time, though, we expect the satellite’s community to morph more into a bedroom community for Madison.

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

We developed the satellite with four *ones*: one VISION, one STAFF, one LEADERSHIP and one BUDGET. We hope to maintain one congregation but develop different locations. So, yes, numbers of people worshipping and offerings are up as a result of our satellite location.

What are your plans, both short and long term, for the ministry of your congregation?

Short term: adding staff, growing the school and the church, maintaining vibrant ministry in worship, education and service, better equip and disciple leaders, continue several mission trips a year both in and out of our community

Long term: continuing to add satellite locations, perhaps even one a year and possibly marching westward from Madison (There are no WELS churches between Madison and Prairie du Chien!)

Your insights

In your opinion, what is the greatest blessing of this ministry?

In an age when the WELS can’t afford a million or more dollars to start up a church, we hope, via technology, to be able to start churches for under \$50,000 using technology and lay people who are on fire for starting churches.

In your opinion, what has been the greatest struggle of this ministry?

It has been determining what, specifically, would best reach the targeted community. We haven't yet, but intend to do research via online survey, newspaper ads, walk-arounds, interviews with other churches and school officials, etc. This is what we would have done first, if we had not had to start a Saturday PM service to keep a few former members of that church happy.

What advice would you give to a congregation that is considering serving their Lord in this way?

While there are some advantages to taking over an existing congregation that's struggling with leadership or finances, there are some sensitive dynamics that also interfere with "fresh start" planning. It might be easier (better?) to begin with nothing – a storefront – than an existing church building. It might make it easier to shape the new ministry the way you want it to be.

Please offer any additional comments that you may have.

N/A

A “Split Campus” Questionnaire

Completed by: Pastor John Parlow

(An additional survey has been completed by Pastor Parlow’s associate, Pastor Paul Kelm. For more information on ministry at St. Mark, please confer that survey.)

Congregational History

Name of Congregation:

St. Mark Evangelical Lutheran Church

Year Founded:

1960

How Founded (ie. daughtered by St. John’s WELSville, Iowa)

Founded as a mission church for the westside of Green Bay

Year that the split campus method was implemented:

2003

Address of the 1st campus:

**2066 Lawrence Drive
De Pere, WI 54115 (This is the main site)**

Address of the 2nd campus:

**1167 Kenwood Street
Green Bay, WI 54304**

Please provide a brief history of your congregation (including information such as LES, number of pastors served, length of time you have held the call there, etc).

St. Mark built the current Green Bay church structure in 1967. It voted to start an LES in 1979 and added an addition to the school in 1993. Due to rapid growth, St. Mark built and moved to a new site in De Pere in 2003.

Pastor Carl Voss served the congregation from 1960-1994. Pastor John Parlow starting serving the congregation in 1994. Pastor Bill Limmer starting serving the congregation in 1999. Pastor Paul Kelm starting serving in 2004. St. Mark's staff also includes a Christian counselor, a youth minister, a minister of administration, a music minister, a part-time mercy minister, a part-time assimilation coordinator, a parish nurse, two part-time receptionist, and two secretaries. St. Mark has been served by numerous vicars over the years.

The LES has a principal, secretary, 11 full time teachers, two teacher's aides and 243 students (Pre K-8th grade).

Planning for the Second Campus

List some of the factors which led you to consider opening a second campus. Please include specifically some factors which influenced you to choose the split campus versus a different method of expansion.

St. Mark has nearly tripled in size in the last 10 years. We had to routinely turn people away from our services, especially on holidays. The old church held only 300. We had expanded our services from two to five on a weekend, three of them on Sunday morning. The congregation decided to continue to offer a service at our Green Bay site because 1) the school would remain on the site and 2) there was a significant number of older members who would not be able to drive 8 miles to the new site.

Why did you choose the present location/facility as a second campus?

We choose De Pere because at the time it was the fastest growing area of Wisconsin. When we started to build, there were seventeen homes in the neighborhood. Today, there are 770 and plans to construct 120 more this coming year. Our new building is just the first phase of a four part building project for the new campus.

How long did the plan take to implement? What is the length of time from first consideration to the opening of the second campus?

One year

How were you personally introduced to this approach to ministry?

There was no introduction. To our knowledge, there is no other example of a church moving away from its founding location and then turning said location into a preaching station. We were landlocked in Green Bay and needed to relocate. We did not entertain the option of starting another WELS congregation; there are four in the immediate area. The split campus option best fits with our philosophy of ministry.

What resources did you use to determine if this type of ministry was feasible for your situation?

We created all our resources in house.

Church Life with Two Campuses

Please describe the typical week schedule for the two buildings. Include both services and classes and where they are held. Please also write briefly about the schedule for special services such as mid-week Advent and Lent, Christmas etc.

Worship services: (same pastor preaches at all services_

Sat. 5 pm	Contemporary service at De Pere
Sun. 8 am	Traditional service at Green Bay (preacher leaves after sermon to start 9 am service in De Pere)
Sun. 9 am	Contemporary service at De Pere
Sun. 10:30 am	Contemporary service at De Pere
Mon. 6:30 pm	Light Contemporary service at De Pere (not a full praise band)

With the exception of the Traditional Christmas Day service, all Holiday services are held at the De Pere site. During Lent, we offer a 12:30 pm service in Green Bay and a 6:30 pm service in De Pere.

Bible classes:

**Monday-Sunday – Oasis small group Bible classes are held in homes.
Approximately 300 people are involved.**

**Wednesday: Chapter Two family Bible study for all ages.
Approximately 150 people are involved. Green Bay site.**

Thursday: Seniors' Bible class at 9 am at the Green Bay site. 15-20 attend.

Friday: Mary & Martha women's Bible study, 8-10 attend; The Master's Men Bible study, 5-10 attend. Green Bay site. Junior high meetings, 40-60 at both sites.

Saturday: Partnership/membership course held every Saturday from 9 am to noon. De Pere

**Sunday: Adult Bible class at 9 am after Green Bay service, 10-15 attend.
Adult Bible class at 9 am during the De Pere service, 30-40 attend.
Children's Church (4-6 years) held during the 10:30 am service,
30-50 attend. De Pere
Senior high meetings, 40-60 at both sites.**

Did the opening of the second campus require that additional ministry staff be added?

No, staff was added according to our strategic plan and people were called when we wanted to move to the next level.

What is the distance between your two campuses?

8 miles

Do you have members who regularly make use of both campuses? If so please comment on how they are used.

Yes. Most (89%) worship in De Pere but many attend Bible classes at our Green Bay site.

Comment on the existence of "personalities" between the two campuses.

The Green Bay campus is very traditional and designed for insiders. The De Pere campus is contemporary and designed for outsiders.

Compare and contrast the two campuses (in terms of average attendance, neighborhoods, types of ministry activities offered at each, etc).

Green Bay's attendance is 120-140. De Pere's attendance is 1050-1200. Green Bay is located in an old, Catholic neighborhood with the average age being 70. De Pere is located in a new area with an average age of 23.

Describe any major changes, either expected or unexpected, in membership, attendance, giving, and/or attitude, that came as a direct result of opening the second campus.

Our worship schedule requires all three pastors to be on duty every weekend. We offer communion every weekend at one of the sites. The majority of our new partners are twentysomethings and thirtysomethings who had little to no church or Christian background. Obviously that alters your approach in some ways, it also challenges your budget since new Christians need to be taught the grace of giving.

What are your plans, both short and long term, for the ministry of your congregation?

We are in the midst of planning a phase two addition for Sunday morning programming that would serve 1000 at our De Pere site (2-4.5 MM)

Your insights

In your opinion, what is the greatest blessing of this ministry?

We attract large numbers of people who are truly unchurched and unsaved. We are known in the community as a “safe” church where you can come and learn.

In your opinion, what has been the greatest struggle of this ministry?

Keeping up with the blessings

What advice would you give to a congregation that is considering serving their Lord in this way?

Clearly understand your culture and area. Make use of strategic planning.

Please offer any additional comments that you may have.

You should visit St. Mark on a Sunday at 10:30 am. I would recommend a non-Packer weekend.

A “Split Campus” Questionnaire

Completed by: Pastor Paul Kelm

(A survey has been completed by Pastor Kelm’s associate, Pastor John Parlow. The following is a condensed questionnaire which focuses on Pastor Kelm’s reactions to split campus ministry. For more information on ministry at St. Mark, please confer the survey completed by Pastor John Parlow.)

How were you personally introduced to this approach to ministry?

Situation already existed when I was called here. As John Parlow must have described earlier, this was not an intentional opening of a second campus, but continuing to serve a minority who didn’t want to move to the new location. (The original site still houses our LES.)

If you were involved in the planning, what resources did you use to determine if this type of ministry was feasible for your situation?

N/A

Comment on the existence of “personalities” between the two campuses.

There is a dramatic difference. Original site hosts older people who have many memories attached to the church building, a few who live closer to this site, and those who not only prefer traditional worship but resent contemporary worship. Some of these people want only to be served and have no interest in outreach. Most of these people don’t (or don’t care to) understand people who have different backgrounds or little religious understanding. None of these people invite friends or neighbors.

The new site was from the beginning intended to be outreach and evangelism focused. The layout of the building, the contemporary style of worship, and the emphasis on welcoming those who don’t share our background reinforce the sense of mission. On an average weekend, 20 % of the worshippers are not members. The worshippers are largely young families. People invite friends and coworkers. There’s an upbeat mood. People hang around after worship. It’s loud.

Briefly compare and contrast the two campuses.

See above.

In your opinion, what is the greatest blessing of this ministry?

There has not been a lot of blessing in this two-campus ministry – because the intent was to relocate (not enough room to build on the original campus). The blessing in relocation has been the reinforcement of an outreach focus and a contemporary style of ministry. The facility enables and echoes that philosophy of ministry.

In your opinion, what has been the greatest struggle of this ministry?

Trying to keep happy people who just aren't happy about the move and the fact that the original site is now little more than a preaching station. Divided attention, distracted staff time, and negative complaints are a result.

What advice would you give to a congregation that is considering serving their Lord in this way?

A second site should be an expression of the congregation's mission and vision. It is easier to make the changes necessary to that sense of mission and vision on a different site.

A second site should target a specific audience, particularly an audience not easily reached by the initial site.

However, two different visions will mean tension. It would be a good idea to acknowledge that at the very beginning and legitimize different preferences, visions, and philosophies of ministry, while emphasizing oneness in theology and mission. Teach a "both/and" approach to adiaphora (not the either/or that turns preference into principle). Help people understand that different audiences (demographic, ethnographic, situational, etc.) may be reached and served best with different styles of ministry.

While it may be cost efficient to have one ministry staff serve two or more sites, there will be competitive jealousies unless there is a clear understanding of what is being done and why.

If the only reason for a second site is geographical distance, the question will have to be whether it is efficient to have one ministry on two campuses rather than two different churches. Parochial thinking will likely make two sites a transition to two churches.

If a congregation is established with the vision or goal of becoming a multi-site church, most problems will be avoided or ameliorated.

A "Split Campus" Questionnaire

Completed by: Pastor Paul Kelm

(A survey has been completed by Pastor Kelm's associate, Pastor John Parlow. The following is a condensed questionnaire which focuses on Pastor Kelm's reactions to split campus ministry. For more information on ministry at St. Mark, please confer the survey completed by Pastor John Parlow.)

How were you personally introduced to this approach to ministry?

Situation already existed when I was called here. As John Parlow must have described earlier, this was not an intentional opening of a second campus, but continuing to serve a minority who didn't want to move to the new location. (The original site still houses our LES.)

If you were involved in the planning, what resources did you use to determine if this type of ministry was feasible for your situation?

N/A

Comment on the existence of "personalities" between the two campuses.

There is a dramatic difference. Original site hosts older people who have many memories attached to the church building, a few who live closer to this site, and those who not only prefer traditional worship but resent contemporary worship. Some of these people want only to be served and have no interest in outreach. Most of these people don't (or don't care to) understand people who have different backgrounds or little religious understanding. None of these people invite friends or neighbors.

The new site was from the beginning intended to be outreach and evangelism focused. The layout of the building, the contemporary style of worship, and the emphasis on welcoming those who don't share our background reinforce the sense of mission. On an average weekend, 20 % of the worshippers are not members. The worshippers are largely young families. People invite friends and coworkers. There's an upbeat mood. People hang around after worship. It's loud.

Briefly compare and contrast the two campuses.

See above.

In your opinion, what is the greatest blessing of this ministry?

There has not been a lot of blessing in this two-campus ministry – because the intent was to relocate (not enough room to build on the original campus). The blessing in relocation has been the reinforcement of an outreach focus and a contemporary style of ministry. The facility enables and echoes that philosophy of ministry.

In your opinion, what has been the greatest struggle of this ministry?

Trying to keep happy people who just aren't happy about the move and the fact that the original site is now little more than a preaching station. Divided attention, distracted staff time, and negative complaints are a result.

What advice would you give to a congregation that is considering serving their Lord in this way?

A second site should be an expression of the congregation's mission and vision. It is easier to make the changes necessary to that sense of mission and vision on a different site.

A second site should target a specific audience, particularly an audience not easily reached by the initial site.

However, two different visions will mean tension. It would be a good idea to acknowledge that at the very beginning and legitimize different preferences, visions, and philosophies of ministry, while emphasizing oneness in theology and mission. Teach a "both/and" approach to adiaphora (not the either/or that turns preference into principle). Help people understand that different audiences (demographic, ethnographic, situational, etc.) may be reached and served best with different styles of ministry.

While it may be cost efficient to have one ministry staff serve two or more sites, there will be competitive jealousies unless there is a clear understanding of what is being done and why.

If the only reason for a second site is geographical distance, the question will have to be whether it is efficient to have one ministry on two campuses rather than two different churches. Parochial thinking will likely make two sites a transition to two churches.

If a congregation is established with the vision or goal of becoming a multi-site church, most problems will be avoided or ameliorated.

Split Campus Ministers

Pastor	E-mail	Church	Location	Office Phone
Parlow, John	john.parlow@stmark-depere.org	St. Mark	Green Bay / De Pere, WI	(920) 336-2485
Kelm, Paul	paul.kelm@stmark-depere.org	St. Mark	Green Bay / De Pere, WI	
Limmer, Bill	bill.limmer@stmark-depere.org	St. Mark	Green Bay / De Pere, WI	
Hunter, Randy	randy.hunter@st-andrew-online.org	St. Andrew	Middleton / Waunakee, WI	(608) 831-8540
Weigand, Michael	vweig@hotmail.com	Peace	Holiday / Land O' Lakes, FL	(727) 937-5893
Kolander, Jonathon	ikolander@bethlehem-wels.org	Bethlehem	Menomonee Falls / Germantown, WI	(262) 251-3555
Huebner, Paul	phuebner@bethlehem-wels.org	Bethlehem	Menomonee Falls / Germantown, WI	
Schmidt, Peter	pschmidt@bethlehem-wels.org	Bethlehem	Menomonee Falls / Germantown, WI	
Hundley, Kevin	pastorhundley@bethanykenosha.org	Bethany	Kenosha / Somers, WI	(262) 652-3574
Pagel, Dave	pastorpagel@bethanykenosha.org	Bethany	Kenosha / Somers, WI	
Koelpin, Phil	pakaz@aol.com	Redeemer	Tucson / Marana, AZ	(520) 572-8136
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Jacobson, Mark	jacobsonmark@msn.com	Redeemer	Tucson / Marana, AZ	
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Gawrisch, Joel	pastorgawrisch@christlutheran-wels.org	Christ	North St. Paul / Hugo, MN	(651) 777-5771
Henning, Matt	pastorhenning@yahoo.com	Christ	North St. Paul / Hugo, MN	(651) 797-2281