



# Cathedral of the Incarnation

THE EPISCOPAL CATHEDRAL OF THE DIOCESE OF MARYLAND

*The Mission of the Cathedral of the Incarnation is to Love, Know, and Serve God as a Community that Gathers in joyful Worship, fosters Spiritual Growth, provides Hospitality, serves others through Outreach, and nurtures Diversity.*





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*Bishop Sutton was consecrated on June 28, 2008 at the Washington National Cathedral and seated at the Cathedral of the Incarnation the following day. Prior to his election, Bishop Sutton was canon pastor of Washington National Cathedral and director of the Center for Prayer and Pilgrimage.*

## Greetings from Bishop Sutton

*Dear Friends in Christ,*

*What an exciting moment in the life of the Cathedral of the Incarnation! It gives me great pleasure to walk with this spirit-filled and vibrant community as it discerns who will be called as its next Dean. I've encouraged the Cathedral to seek candidates who appreciate and value the unique role of Episcopal cathedrals to be "the holy place in the public square" providing a sacred space for the entire community in times of distress and of celebration.*

*In the historic tradition of Anglican hospitality, cathedrals stand majestically in the center of the community, throwing open their doors to invite civil conversation and common prayer that leads to action. I hope that in reading this profile that you will prayerfully consider whether the Holy Spirit is leading you to join us in spreading the good news of God's love throughout the wonderful city of Baltimore, the Diocese of Maryland and beyond.*

*Yours in Christ,*

A handwritten signature in black ink that reads "Eugene Taylor Sutton". The signature is written in a cursive style and includes a small cross symbol at the beginning.

*The Rt. Rev. Eugene Taylor Sutton*





### Ministry Specialties

Composite data from all Spring 2008 Listening Sessions - 120 listeners ranked ministry skills they considered most important in a Dean.

Preaching	108
Outreach	97
Pastoral Care	93
Liturgy	89
Christian Education	80
Youth Ministry	56
Church Growth	50
Stewardship	34
Administration	27
Evangelism	18

## Invitation to Our Next Dean

*We welcome the impending arrival of our new Dean, and look forward with great joy to sharing all that we are and have been, and discerning together what we may become. This is a time of great possibility in our city and in the Episcopal Church, both here in Maryland and worldwide.*

### We seek:

- a servant leader who will share his or her vision, gifts, and leadership skills as we move forward together in the service of Christ
- an excellent preacher who will continue our history of inspirational and challenging worship and teaching
- a person who is willing and desirous of working in partnership with our Bishops, providing a space for our Bishops to gather people for prayer and other forums, and joining our Bishops as a public spokesperson representing the Cathedral and the Diocese
- a pastor who will love us and be present with us through the joys and sorrows, challenges and uncertainties of daily life in a rapidly changing and often difficult world

## About Our Search Process

In order to learn the thoughts and feelings of our members as we prepare to call a new Dean, we held six all-parish Listening Sessions, including one dedicated to youth, in spring 2008, attended by 213 parishioners. At these meetings we met in prayer, and shared our hopes and fears for the future, many struggling to imagine a future without our long-time Dean. Questionnaires ranking ten Ministry Specialties were also completed by the attendees. Their responses are tabulated on the table to the left. Additionally, a parish wide survey created by Holy Cow Consulting Inc. was completed by 178 members, and the findings are available on our website [www.thecathedral.ang-md.org](http://www.thecathedral.ang-md.org). Parish Profile and Search Committees were created and, with the blessing and support of our newly elected Bishop, began their work.



## Our Vision for the Future

*Our Vision for the Future and our New Dean include:*

### Building Upon Our Strengths

- continuing to offer worship which inspires us with: integrity and quality in preaching, joy and creativity in music, and inclusivity in dialogue and practice
- maintaining an enduring commitment to Outreach ministries including active participation as a ONE Congregation
- attracting and honoring diversity within the community
- welcoming all ages, with a special emphasis on the inclusion of children throughout our parish life
- honoring the progressive theological perspective of our congregation while also being open to those with different theological understandings
- being a community in which leaders show genuine care and concern for people
- being a community in which the overwhelming majority of parishioners are very positive in their feelings about the church
- being a community that is flexible and open to change, innovation, and challenge

### Meeting Challenges

- adequately compensating our staff, particularly the clergy, while honoring our commitment of 10% of our annual operating budget to Outreach
- adjusting our organizational structure to respond to new possibilities and challenges
- building a strong personnel team and strengthening our administrative practice and procedures
- attracting and developing greater lay participation and instilling greater commitment to leadership roles
- developing the spiritual generosity of the people to financially support the ministry of the church
- strengthening the degree to which members believe that their faith is central to their lives
- responding to the challenge of church growth



## Worship

*As Episcopalians, worship is central to our life together in Christ and is the central pillar of the Cathedral's five-fold mission. Each week we are blessed with Joyful Sunday services either quiet and meditative, or full of inspiring music, and energetic children's voices.*

The Cathedral of the Incarnation is a Gothic building with all which that implies: the columns, light dappled from stained glass, arching to the heavens, the rafters unadorned as a boat hull. But the architecture is secondary to the worship that happens within it. The arrangement of our furniture tells the story. Within the lifetimes of our older teenagers we have placed the Baptismal font at the chancel steps and symbolically set our Eucharistic table before it. Our tiniest children dip their fingers in the living water as they come to the table, often blessing their family members in turn. Visitors remark on our powerful congregational singing, which we attribute both to the Holy Spirit, and relocating the former "Chancel Choir" to the floor of the nave. This

provides a flexible arrangement of chairs for extra choristers, space for musicians, and allows children to sit and worship with their parents in the choir.

At both our 8 and 10:30 AM Rite II Sunday worship our clergy and laypersons regularly produce services with music, prayer and preaching deeply interwoven. We have been blessed in recent decades with a remarkably powerful and effective preaching tradition. Visiting clergy often comment on our congregation's alert participation in their sermons; we appear joined together in prayerful and active listening. Our Liturgy does not rely exclusively on the Book of Common Prayer, but draws from other sources. As we have been called to serve refugees and immigrants our worship experience has been enriched by their liturgical traditions, including Mothering Sunday from the Igbo of Nigeria, and the use of hymns from other countries. The Prayers of the People, often originally composed, regularly including victims of violence, at home and abroad. We pray for those who die in service to the United States in Iraq and Afghani-

*"I was led to the Cathedral after 40 years, as I searched for prayers which I could believe in, to a GOD from whom I was estranged. During all this I have met wonderful friends."*

*“We do not always follow the standard Prayer Book prayers but the liturgy is always powerful. Communing with God is always the focus. As a lifelong Episcopalian I wanted a church that was like the one I grew up in. Instead I found the Cathedral and finally, finally began to understand what being an Episcopalian means.”*



stan as their names become known, as well as for all the unknown causalities of war. Each child that dies of violence in the city of Baltimore is named as one of the Children of Light, and a candle is ritually placed on their Altar at the back of the Sanctuary, until all are annually extinguished on the Feast of the Holy Innocents. A Healing Station is staffed during both Sunday services and currently we invite all baptized persons to receive communion. Weekday services of Eucharist, Christian meditation, and Taize' are all offered to the wider community.

*The Cathedral congregation has been invited to enrich the worship space over the years in response to the church season.*

Our Stations of the Cross were made by individual families, professional artists, and willing amateurs.

On Creation Sundays huge paintings have hung in the nave, depicting the elements and the cosmos, offered by an artist from the congregation. The Space Telescope Science Institute at nearby Johns Hopkins University provided images from its Hubble Telescope for the media presentation during the Creation homily.

Advent 2007 saw the Adult Forum creating a pair of banners each week for the Sanctuary columns, based on the Godly Play stories of the season. As we metaphorically travelled with the Holy Family towards the manger on our High Altar, both the worship space and our hearts were spiritually enriched and prepared for that moment of Incarnation, depicted in the carved reredos.



## Music

*The joyfulness in worship that brought so many into our Cathedral community is expressed in the inclusive spirit of the music program. We aim for excellence in the choral and instrumental selections but, most importantly, for congregational participation. The musical product is lush and exciting, but it's the process of invitation, welcome, challenge, and loving gratitude to each member which adds that spirit of love and praise in our worship.*

The volunteer choir of about 40 mixed adult voices sings from Labor Day through Trinity Sunday, leading both the hymns and the liturgy. The congregation's diversity is reflected in the music program, with the 1982 Hymnal, Wonder, Love and Praise, and Taize' music represented and an emphasis on traditional Anglican anthems. We currently have two choirs for children in grades 2-9 who offer us several anthems throughout the school year; this is a group we hope to expand in the future.

The Cathedral Consort is made up of approximately twenty members, from skilled amateurs to Conservatory trained performers, who play instruments of all types, adding their gifts to the Liturgy about six times per year. Much of their playing includes original arrangements composed for our specific musicians.

Survey participants are extremely satisfied with Worship and Music. However, our new Dean is encouraged to stimulate our souls and bodies through our worship in a variety of ways, as we currently describe ourselves as an adaptable and progressive congregation, consistently open to new means of experiencing God in our lives.

*"The music ministry is a compelling one. The selection of music which reflects the readings – and the sermon! – is exemplary. This is what captured me and what continues to feed my soul."*

*“I love the choir! A neighbor told me if I wanted to sing to God this was the place to be. I have been to churches where the congregation treats the music like it is white noise. Not here. The congregation is involved and sings its heart out. There is no other place I want to worship!”*





*“The Cathedral makes me feel like I am in the right place. I love watching the children growing up in the church and finding the unknown places they take us to...”*



## Spiritual Growth and Christian Formation: A Lifelong Journey

*Education in our faith and continual spiritual growth inform our relationships with God, one another, and our greater community. Formation opportunities begin with our youngest members and continue throughout the lives of all at the Cathedral. With support from dedicated volunteers, our Canon for Christian Formation oversees all aspects of the educational program, ensuring that there are activities for spiritual growth to accommodate a variety of learning styles and ages, where all can understand God’s love for us and for all of Creation.*

### CHILDREN AND YOUTH

- we offer a “soft space” with rocking chairs at the rear of the Sanctuary for babies, toddlers and their families, as well as nursery care
- pre and school age children learn with “Godly Play”, based on the Montessori Method of learning through storytelling, “wondering”, art, and other activities
- youth participate in our Journey to Adulthood (J2A) program
- Rite 13 addresses the creative potential of our youth and their sense of individual ministry to church and community
- our teens participate in J2A and Young Adults in the Church (YAC) programs which meet between the two morning services, enabling our young people to be full congregational participants during worship services
- pilgrimage has taken our middle High School youth to distant and challenging destinations:

*The Scottish Isle of Iona revealed an ancient “thin place”, where God draws close to earth*

*Navaholand gave us the star-filled glory of the night sky and Native American tradition*

*The Taize’ community in France created memories of deep fellowship with global pilgrims*



*“The Cathedral is a place that’s continually looking for ways to spread the gospel and further the Kingdom. From the Adult Forum I have gone into church with glue on my hands from making Advent banners, and from discussing St. Augustine. There is a wealth of things to feed you spiritually, mentally, emotionally and physically throughout the week.”*



*Yosemite offered silent forests, rock climbing and a place to test our personal limits*

*Canterbury Cathedral made real the concept of the Worldwide Anglican Communion*

*Nova Scotia provided international perspective through meeting fellow travelers from abroad*

#### **ADULTS**

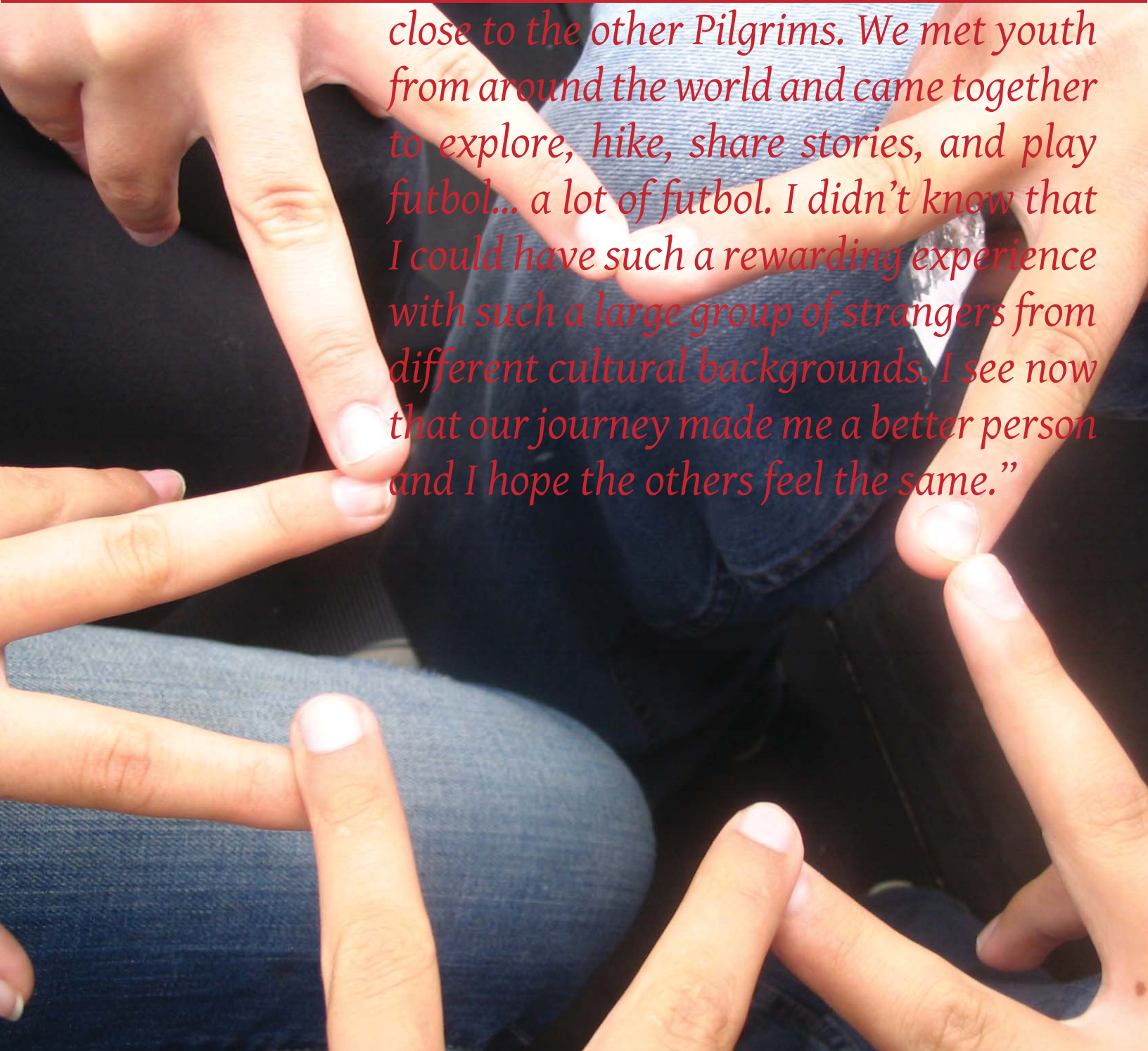
Adults at the Cathedral may seek to deepen their understanding of God in a variety of ways, including Sunday morning Bible study, Prayer Shawl ministry, special workshops and events, community service, being youth educators themselves, personal participation in Education for Ministry, ‘Inquirers’ and ‘Newcomer’ classes, and through our weekly Sunday morning Adult Forums. Recent Forum sessions have explored poetry, the Advent story through community banner making, Creation Care, fighting the “Affluenza” epidemic, and have hosted guest speakers on a variety of subjects. While our Sunday morning attendance averages 300, total participation in Sunday Adult Forum and Bible study is typically 30, indicating an area in need of review. It should be noted that Holy Cow survey respondents rated Education as a goal for the Cathedral’s future in inverse proportion to their age.

Our spiritual growth comes from:

- formation programs as well as our weekly worship
- the rhythms of the Labyrinth and the Godly Play stories we tell our neighbors’ children
- trusting only our teen “church friends” with our secrets and looking beyond differences
- the homilies we hear and the hugs we share at the Peace
- pastoral care we receive at the sickbed or at times of personal joy and celebration

These and more illuminate the scriptures, God, our neighbors and ourselves.

*“Several summers ago I embarked on a 3-week journey to the small island of Iona, Scotland with my J2A youth group. I was nervous and didn’t think that I could endure leaving my family and friends for so long, but as the trip progressed I grew close to the other Pilgrims. We met youth from around the world and came together to explore, hike, share stories, and play futbol... a lot of futbol. I didn’t know that I could have such a rewarding experience with such a large group of strangers from different cultural backgrounds. I see now that our journey made me a better person and I hope the others feel the same.”*



*“The people here are open and comfortable. Everyone is welcomed.”*



## Hospitality

The Cathedral of the Incarnation began as a part of the Cathedral Movement, established across the United States in the prosperous early decades of 20th century. The purpose here, as elsewhere, was to offer the Bishop a residence, to center the Bishop’s ministry, and to be a unifying influence in the Diocese of Maryland. It was originally envisioned as an enormous and “majestic place of worship”, a living example of what a Cathedral could mean in an American Diocese of the Episcopal Church. Work began in 1911 on what was to be the Synod Hall, but changed course following the stock market crash of 1929. Construction concluded in 1932 when that same Synod Hall was finally consecrated on Christmas Eve as the new Cathedral, and two city churches combined to form its first congregation. Our present building is a small but beautiful gem set in the leafy grounds of the historic property originally known as Clover Hill, also occupied by the 19th century home which became the residence of all Bishops of Maryland from 1909-2007.

In 1990 the Crossroads Campaign added the current Diocesan Center

to the property which increases our ability to provide hospitality to many in the city and the Diocese. Today our renamed Cathedral House integrates into one facility the Cathedral itself, with classroom and office spaces, all the Diocesan offices, as well as public meeting and conference spaces. The building sees as many as 17,000 people come through its doors every year on community and church business. Our members sometimes remark that they first encountered the Cathedral’s hospitality as a weekday visitor, attending a conference or business luncheon in the building.

A compassionate sense of connection with our city neighbors led us to create changes on the property in the last decades, offering hospitality and healing. The flexible Sanctuary space and central font reminds visitors and members alike of our oneness in the body of Christ. A faith community from Nigeria holds regular Igbo language services in the Sanctuary and some choose to attend our English services as well. The Undercroft now includes an architecturally award winning Columbarium, an intimate Peace Chapel and a labyrinth.

*“When I first came to the Cathedral 15 years ago I was alone in the city. One Sunday I tried the closest church to my home and, as I tried to make a hasty exit after the service, my life was changed. I was invited and escorted to Coffee Hour, and introduced to several other people by a wonderful, very calm man. This special gentleman is not unique in this place. I could not even think about being anywhere else.”*



Outside our stone walls, the Cathedral Close now offers a slide, playground and wide stone patio for receptions, where previously there were only shady borders and lawn. Our Cathedral Gardens are part of the International Quiet Garden Movement and since 2007 are maintained using environmentally sustainable gardening practices, as part of our Creation Care program to “green” the entire Diocesan center. Descend the long front steps from church to street and you are in the Children’s Memorial Garden, developed as a ministry of the Children’s Peace Center. In the garden, native plants and boulders symbolically create a “Green Stream” flowing south into our city, and with name markers made by our youth to remember those children in Baltimore who die violently each year. Sitting on the garden bench,

visitors write in the journal kept there of loved ones feared forgotten, and the moments of peace this garden offers them.

Fellowship opportunities for all our members include the Annual Twelfth Night Party (complete with suckling pig), Shrove Tuesday Pancake Supper (often with New Orleans style jazz), Foyer Groups, Agape’ Meal, All Saints Celebration, Sunday School Festival/ Parish Picnic, as well as weekly member created suppers following the Taize’ service. In the future we need to address Survey participants’ goals of increased relationship building and newcomer outreach, as well as how we call and equip our members for leadership within the church.



*“The commitment to living our mission within the larger community Cathedral is unlike any other church I have been involved with. Too many churches spend too much time worrying about the right answers, policy or rules. Outreach is the embodiment of Jesus’ command to feed his sheep. If, like the Disciples we stumble, we try again. And again. That is why I am so happy to be involved.”*

## Outreach

*The mission of service to others at the Cathedral springs from our spiritual commitment to social justice, and our baptismal vow to respect the dignity of every living being.*

Cathedral adults and youth celebrate the presence of Christ in all our neighbors, help them find their political voice, provide material resources for their success, honor our common humanity and exercise compassion to those in pain. We offer direct service opportunities outside our own church walls, travelling into city neighborhoods to rebuild homes, read to schoolchildren, deliver Christmas gifts and holiday meals, and register voters. These experiences often challenge us deeply, and provide unparalleled moments of Grace.

Beginning in 1999 the Cathedral Chapter was able to meet its goal of tithing our operating budget to establish the Outreach Ministry funds for the following year, and they continue to respect this as the first destination for 10% of all unrestricted income received by the Cathedral. The Outreach Committee regularly disburses these funds, \$53,018 in 2007, to our neighbors both within Baltimore and

elsewhere in the world. In addition, members donate generously to individual appeals, and volunteer countless hours in service of many kinds. For more details of the Cathedral budget please see Narrative Budget 2007 on the Cathedral’s website, [www.the.cathedral.ang.md.org](http://www.the.cathedral.ang.md.org).

The challenges of African refugees and immigrants within our congregation, as well as the increasing numbers of children lost to violence in Baltimore led in recent decades to the creation of two separate organizations, The Children’s Peace Center ([www.childrenspace.org](http://www.childrenspace.org)) and ERICA, Episcopal Refugee & Immigrant Center Alliance ([www.eric-a-baltimore.org](http://www.eric-a-baltimore.org)). Both organizations address several of the goals that our members identified as vital for our church in the future, bringing healing, social change and renewal to individuals and communities who are marginalized in our society.

We recently became a ONE Congregation, committing ourselves to support the Millennium Development Goals. Outreach is ranked by our members as the third most important quality they value in the Cathedral’s future.



*“We are a community of people continually trying new ways of serving God in the world. Jesus is always teaching us new ways of being and the strength of our diversity is in the uniqueness of how we live out this call.”*

## Diversity

*Our congregation consistently describes the Cathedral as a place that nurtures diversity, focusing on the mutual respect that permeates our complex community rather than simply the traditional image of a mixture of races.*

We are a home for cradle Episcopalians, but also for West African Anglicans, Roman Catholics, Lutherans, Baptists and other traditional denominations, as well as the un-churched. Our welcoming and affirming Cathedral family includes infants and great-grandparents, hordes of school-age children, singles of college age and beyond, retirees, married and alternative lifestyle couples, both with and without children.

We encourage parishioners of all ages to fully participate in the life of the Cathedral, and strive to create welcoming opportunities for inter-generational learning and leadership. Our children’s full participation in the life of the community is a centerpiece of our commitment to diversity. Our children and youth read the lessons, greet the younger children as they

arrive for Godly Play, prepare and serve lunches to Habitat for Humanity volunteers, sing in the youth choir, play in the Cathedral Consort, serve at the altar, and welcome newcomers at the Cathedral doors.

During the week, Cathedral members are found in a wide variety of locations and occupations. Over half of those who participated in the Parish Survey described their travel distance to the Cathedral as three miles or beyond, with a few members coming from Southern Pennsylvania or neighboring Counties; the remaining members live within two miles. Our congregation describes itself as extremely highly educated, and almost two thirds of survey participants report incomes of \$70,000.-\$300,000. However, there is considerable variety in education levels, employment and household income, contributing to the rich experience of our parish life. Despite our differences, members of all ages, tenures, and traditions have recognized that a majority of us do not significantly contribute financially to the church; our new Dean is asked to improve our spiritual generosity and to stabilize our financial profile.



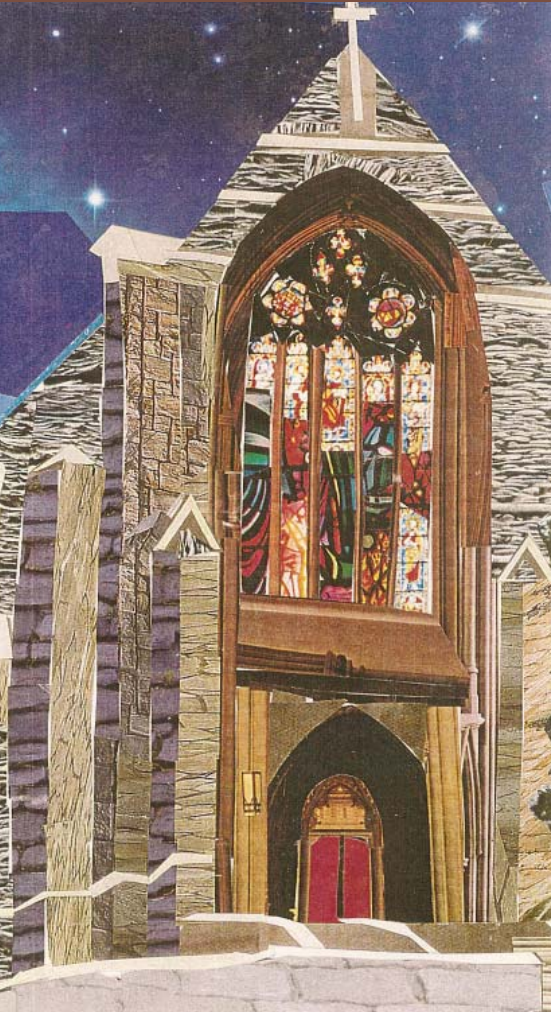
## Financial Data

	Total Income	Total Pledge Income	Total Pledging Units	Total Expenditures*
1997	\$359,116	\$211,973	154	\$300,877
2003	\$456,472	\$380,184	229	\$484,213
2004	\$497,455	\$427,563	197	\$474,633
2005	\$501,105	\$415,304	207	\$513,607
2006	\$530,175	\$451,156	212	\$528,679
2007	\$561,366	\$477,518	196	\$557,870

\*excluding capital improvements

## Attendance Data

	Average Sunday Attendance	Average Godly Play Attendance
1997	215	88
2003	324	196
2004	323	198
2005	322	196
2006	279	199
2007	300	194





## Search Committee

*Co-Chair:*

Mary Klein

*Co-Chair:*

Randy Stevens

*Members:*

Joe Briggs

Hannah Brown

Matthew Bryant

Meg Craun

Tom Ellwanger

Dorris McElroy

Enechi Modu

Emmanuel Okororie

Priya Vesely

Bruce Watson

*Parish Search Consultant:*

The Rev. Thelma Smullen



## Cathedral Staff

*Interim Dean:*

The Rev. Erv Brown

*Canon for Christian Formation:*

The Rev. Canon Jan Hamill

*Deacon:*

The Rev. Jane Mayrer

*Priest Associate:*

The Rev. Ben Smith

*Director of Cathedral Ministries:*

Betsy Huttar

*Outreach Coordinator:*

Amy Myers

*Canon for Music and Worship:*

Ken Brown

*Choristers' and Children's Choir Director:*

Michael Morgan

*Parish Administrator:*

Caroline Bomgardner



## Cathedral Chapter 2008-2009

*Senior Warden:*

Paul Beares

*Junior Warden:*

John F. McDonnell

*Treasurer:*

Marta Bauer

*Registrar:*

Gretchen Marcus

*Members:*

Thomas Ansumana

Joe Briggs

Grace Crowder

Karen Davis

Bess Garrett

Cindy James

Peter Kirchgraber

Mark Liu

Marjie Mack, *Diocesan Appointment*

Vince Parmesano

Kristen Ray

Dev Sterrette, *Youth Representative*

Sharon Watts



## Contact Information

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