

UNIVERSITY
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WELCOME & INTRODUCTIONS

To UBC members and visitors,

We are pleased to present this University Baptist Church Profile to you, your family, friends, and our visitors!

This description of the life and works of our local Baptist church was developed during the transition phase in the life of UBC as we search for the next Senior Pastor in the summer of 2021. Over the previous six months, we gathered (virtually) for three congregational conversations. Many of the words for this profile come directly from the people of UBC who participated. We also received hundreds of responses from an online survey that was made available to all. Additional content was received from our pastors, associated pastors, directors, and staff. Lay-leaders from the UBC Transition Team and the Executive Council provided key insights, a synthesis of many ideas, and a prayerful review.

UBC is an active family of Christ's followers living in the Clear Lake area of southeast Houston and Harris County yet reaching much further into our world. We live in the center of many dynamic industries, and our church of more than 1500 active members reflects these communities. We are located near the NASA Johnson Space Center and enjoy a close relationship with that community with astronauts, flight directors, engineers, and scientists serving within our church family. We are also close to the nation's largest petrochemical complex, world-class healthcare centers, biomedical research institutions, and a robust education community with large public and private school systems, universities, and community colleges. UBC is a capable group of people worshiping, praying, studying, and serving together for over 40 years, seeking to experience our full potential in Christ. We are both intentional about our Great Commission charge to "go" and dedicated to devoting quality time to Bible study and prayer.

Please check out our website at ubc.org and our active social media presence on Facebook, Instagram, and YouTube. On these sites, you will find a description of our worship services (also streamed live), adult and family ministries and programs, weekly events and opportunities, and a delightful series of podcasts on Living UBC. In the pages that follow, you will see and hear even more about our core values and where we devote our energies, as told by the people of UBC during our recent congregational conversations.

Whether you are new to UBC, a founder, or a long-time member, we invite you to pray with us as we seek a Senior Pastor who is eager to become a leader of leaders among us, to preach and teach knowledgeably from scripture, to develop significant relationships within the church and with our community, and to encourage heartfelt prayer and Bible study. Let's continue to work together to fulfill our Great Commission vision and mission.

In Christ,

UBC Transition Team and Pastor Search Task Force



「 Part I 」

THE UBC FAMILY of CHRIST FOLLOWERS





UBC MISSION & FAITH

***Becoming a family of Christ followers,
connecting people with God's Kingdom.***

UBC has always expressed its mission as a Great Commission work. Over the years, we have expressed that in different ways and highlighted different aspects of UBC life, our values, and what we offer to our community and members. We have always focused on reaching out to invite others into the family and to help lead them to experience their full potential in Christ in some way.

UBC members are intentional people. Over the decades, we have developed and followed a strategy that emerged from wanting to emphasize lay leadership. With early roots in Lay Mobilization, these ideas became the theme of Belonging, Preparing, and Serving, which has communicated a means to fulfilling our vision since the early 2000s.

Today, we say that we are “Becoming a family of Christ followers, connecting people with God’s Kingdom.” To fulfill this mission, we are currently in the middle of a 4-year strategic plan that builds on the related themes of Becoming a Family, Becoming Christ Followers, Connecting People, and Connecting with God’s Kingdom. Our sense of family as Christ followers, our style of worship, Bible study, ministries, and missions come from these themes. This plan was launched in 2018 following a year-long strategic planning process that produced our new mission statement, clarified nine core values, and outlined our strategic ministry plan.

We describe our faith as that of a covenant community of baptized believers with the Lord Jesus Christ as the Head. Our believers are united in covenant together to practice worship, the spiritual disciplines, and service. The church is also an autonomous body, and those in covenant with the church are equally responsible for that body. As a covenant community grows in its understanding of God’s ways, it will seek to do His will in the local and global social order. To that end, as a covenant community, we value compassion, and we seek to equip people for service. UBC refers to the Baptist Faith and Message, 1963 as an expression of these beliefs.



REVEALING UBC'S VALUES, ENERGIES, & POLARITIES

UBC Values

As part of our Senior Pastor Transition this year, we spent time reflecting together during a series of three Congregational Conversations. These virtual-in-person conversations served to remind us of why we are here, who we are, what the community we serve is like, where we invest our energies, and descriptions of our other traits as a UBC family. In the first conversation, over 450 people shared what brought them to UBC, their heartfelt stories of when UBC became their church, and why they have stayed. From these voices emerged at least three core values. Note: these conversational descriptions of UBC values are also consistent with the history of published core values and the new, more intentional set of nine core values now being communicated to the church (see ubc.org).

A strong theme emerged around the **breadth and depth of relationships** at UBC and how we forge a strong community of believers. Our bonds emerge and grow through acceptance, diversity, relationships, connection, and active support for each other. We are also a multi-generational church family with multiple entry points for families to connect, worship, and serve together.

Throughout the conversations, it was strongly evident that as a church, our **hearts, minds, and spirits are poured into all we do**. There is an intentional investment of time and talents and a desire to do things well.

People also quickly speak of how the Holy Spirit guides us in spiritual depth and earnestness to grow in our knowledge of Christ as we do these things. The strength and quality of our preaching, Bible studies, spiritual formation groups, worship and music, and small groups all point toward the significance of this value. UBC puts a lot of heart, mind, and spirit into living our lives for Christ and fulfilling our mission.

The third value indicated during these conversations is that as a church family, we prioritize service and compassion, desiring to **make a Kingdom difference** here and everywhere we go. Our strengths include many rich service opportunities, missions near and far, and meeting spiritual needs. All these strengths and opportunities inspire us to get more involved, make a difference, and impact God's Kingdom.

Over time, our values have been stable, and our spiritual, financial, and programmatic indicators are strong. There is a history of consistency in theme over time and an optimistic view of what God has for us in the future.

Energy for the Future

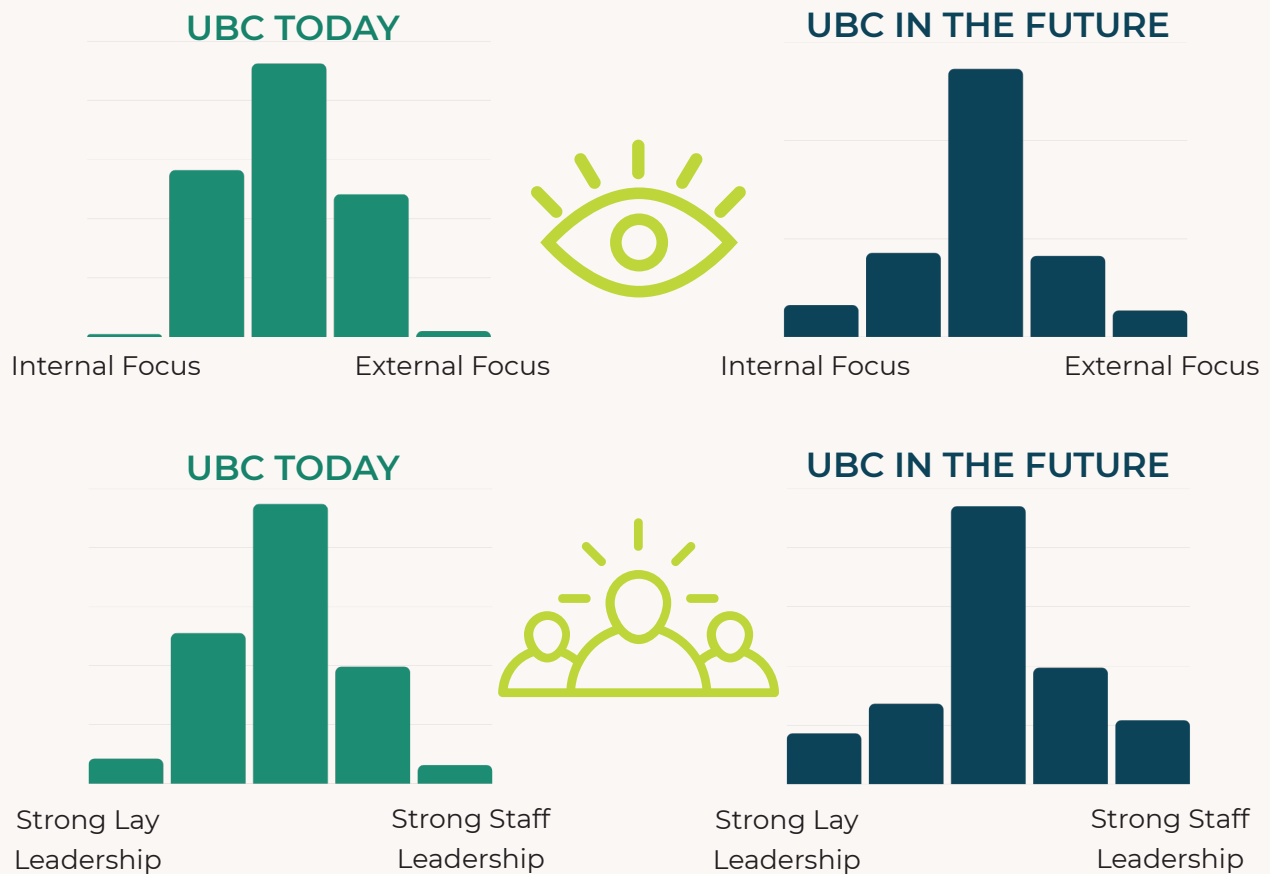
The second congregational conversation was in two parts as we looked at our own make up as UBC and at the community around us. From these observations, we recognized areas where we wanted to talk more and where we have energy. Within the church, we understand that we are a community of believers that is homogeneous in ethnicity, marital status, and education, but diverse in thought and open to informed and Spirit-inspired change. This has served the Kingdom of God well in the past, we believe. However, there is also an awareness that currently we do not fully reflect the Clear Lake community around us. There is room for, and an interest in, improvement in our family make-up to better relate to more of our community. To that end, the specific areas identified through this conversation are listed below. The congregation has a strong desire to explore these ideas further:

- Engaging and partnering with the surrounding community in ways that open UBC to the increasing diversity around us
- Ministry to young adults and other single adults whose life circumstances differ from the traditional family dynamic that has been central to UBC
- Finding ways to meet the urgent human needs of UBC's immediate ministry contacts. This includes but is not limited to mission partnerships to many people groups, mental health and welfare needs, family conflict needs, and the needs of international populations (especially those connected to UHCL, a nearby university).



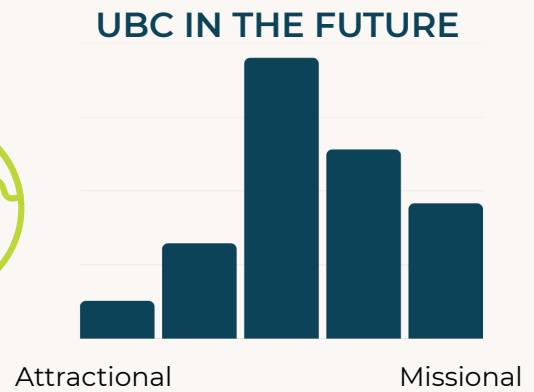
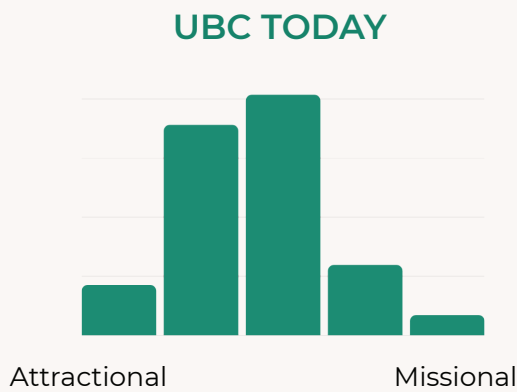
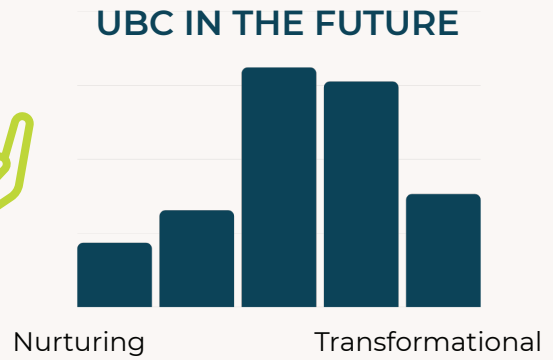
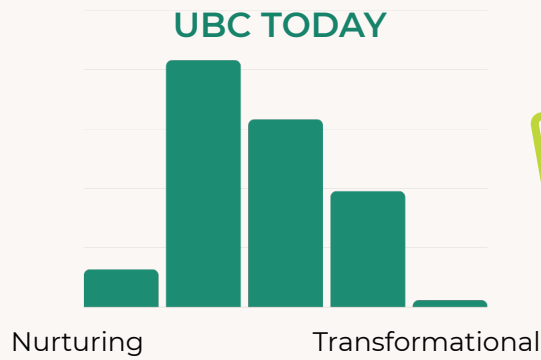
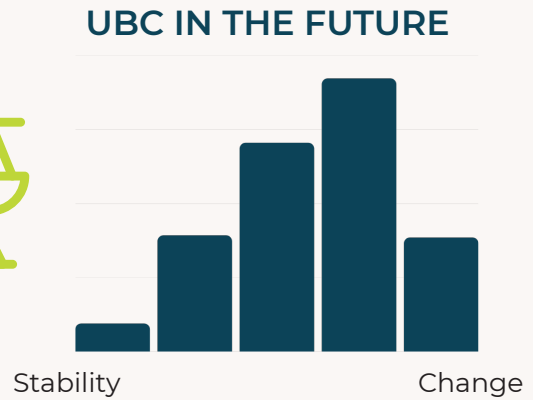
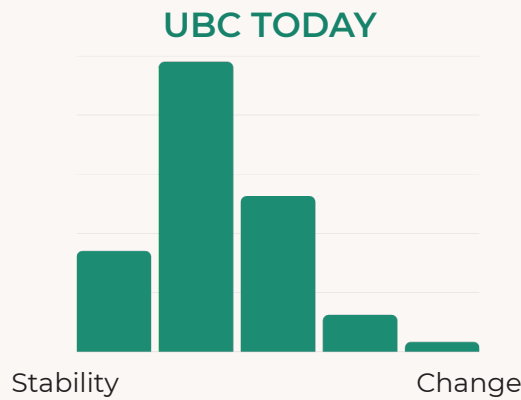
UBC Dimensions or Polarities

The third congregational conversation plus an online survey provided insights into the life of UBC as expressed in five dimensions, or polarities. These same five polarities were presented in both the conversation and within the survey, and they are described below. In each case, both ends of the polarity have great value. The choice was presented to see where we each would “set the dial” to describe UBC. The conversation presented the question as “Where do you believe UBC is today?” In the survey, we asked “Where do you believe UBC should be in the future?”



In two of the dimensions presented, Internal/External and Strong Lay Leadership/Strong Staff Leadership (shown in the graphs above), the responses about UBC today and UBC in the future were remarkably similar. The predominant response to both cases was right in the middle, while a quarter of those responding chose one step to one side or the other. The Transition Team’s discussion of these data and our congregational conversation experience leads us to believe that where we are now and where we want to be in the future is to remain in this balance.

On the topic of strong lay leadership or strong staff leadership, a few more chose one end or the other, indicating a broader range of ideas, though the center remained the predominant response. In the UBC in the future case, the “staff-leadership-leaning-side” (4s and 5s) taken together showed a shift in that direction. While not pronounced, these polarities reflect a desire for balance while some are looking for an increase in the role of staff leadership coupled with increased clarity of vision going forward.



The other three polarities showed a slight shift between UBC today and UBC in the future and in similar directions. These three polarities were *Stability/Change*, *Nurture/Transformational*, and *Attractional/Missional*. Like the first pair of polarities, the most frequent answer was in the middle, with one third to one half choosing the mid-point. What is more interesting in this set is that there is a shift from the first tendency to the second between UBC today and UBC in the future. Meaning, people said that UBC today is a *Stable*, *Nurturing*, and *Attractional* church, but that we ought to be slightly more *Transformational* and *Missional*. The Transition Team sees these responses as indicating a desire for our church to change as we move into the future.

Unity Through Diversity

Though not a formal topic of our Congregational Conversations this spring, unity was a frequent point of discussion. We have a long-standing desire for unity of spirit at UBC, even as we may hold significantly different theological and political viewpoints and have emerged from many different denominational backgrounds. These differences sometimes create disagreements and, less often, tension within our UBC family. Despite that, we continue to aspire to unity amidst our diversity. Our hope is to be the light of the world [Matthew 5:14]. We want to demonstrate that we are all joined in our common desire to become a family of Christ followers, connecting people with God's Kingdom, even when we see the world through different lenses.

Denominational Life

UBC is, in many ways, a sending church. We have directly commissioned numerous full-time missionaries who are independently pursuing their mission calling and some who are affiliated with a variety of mission organizations. UBC continues to partner with numerous people groups, organizations, and churches around the country and internationally to build churches, provide medical missions, teach pastors, lead Bible Studies and VBS, and more. UBC is a leading partner with the Union Baptist Association (UBA), serving the greater Houston area, and we contribute to and through the Baptist General Convention of Texas (BGCT) to support Texas missions and Truett Seminary. UBC has been dually aligned for over twenty years with church members contributing to both the Southern Baptist Convention (SBC) and the Cooperative Baptist Fellowship (CBF). However, UBC has not been actively involved, nor have we directly participated, in SBC or CBF organizations or conventions in any substantial way for several decades.



Part II

A PICTURE of UBC



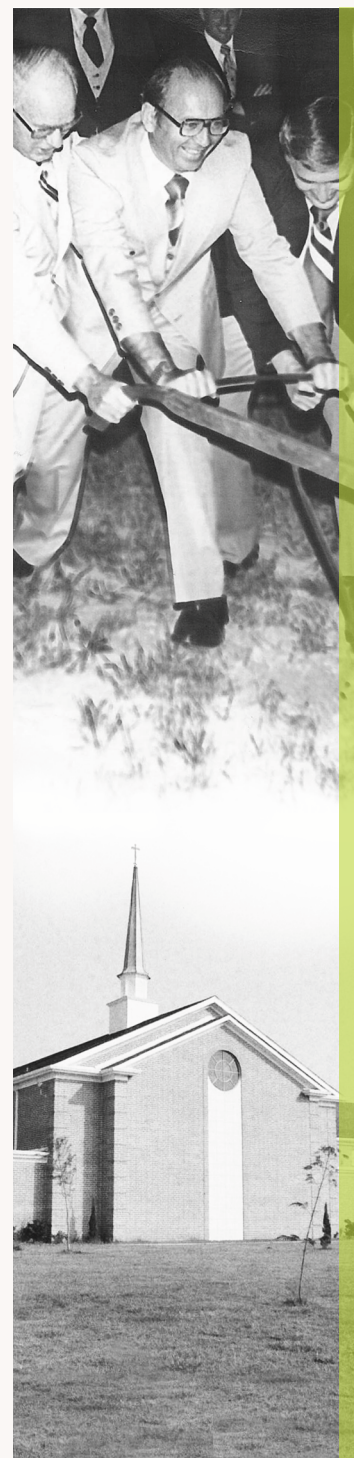
BEGINNING WITH PRAYER

In 1974, the prayerful vision of five dedicated families became a reality when University Baptist Church was formally constituted in a service at Whitcomb Elementary School. A.W. "Bill" McGregor was called as a part-time pastor in September 1974. Tragedy struck the young church the week after Christmas when Bill McGregor, wife Shirley, and daughters Kathleen and Colleen were killed in the crash of their small plane. After an interim period, the church called Dr. Henry Adrion as the first full-time pastor in 1976 and then called George Archer as Minister of Music and Education the following year.

Groundbreaking for the first building occurred on December 19, 1976. The church membership at that time was 252, and since our church had no credit history, 51 members signed personal endorsements to receive financing. The church continued to grow as Dr. David Slover followed Dr. Adrion as pastor in 1984, the year of UBC's 10th Anniversary. Our current Worship Center was completed in the fall of 1985.

Dr. Robert Creech became its third full-time pastor in April 1987, following a professorship at HBU. Dr. Creech's unique talents as a scholar-teacher resulted in a deepening sense of identity and purpose for the congregation. Cooperative mission endeavors received greater focus, and the men's mission team began actively working with the Navajo people, building its first church on the reservation in 1990. Dr. Creech soon suggested that women be included, and they joined the team. The first Vacation Bible School was held, followed by sports camps and other youth activities. The three-story *Learning Center* was built in 1996 after a successful capital campaign.

As the new millennium dawned, the people of UBC became even more committed to being the hands and feet of Christ in the world. Texas Baptist Men became a major partner in disaster relief training and deployment. Evidence of a new spirit of involvement in the local community allowed for strong partnerships to be developed with various crisis and social ministries. The UBC Foundation was chartered in 2001 to financially expand the reach of UBC by contributing to scholarships and community projects.



Some of our members traveled the globe to participate in international mission projects in places like Thailand, Indonesia, Uganda, South Africa, Honduras, Guatemala, London, Ukraine, Russia, Romania and elsewhere. Some of our members became career missionaries during this time. Dr. Creech departed in 2009 after almost twenty-two years of service to accept a professorship at Truett Seminary of Baylor University.

In 2010, our church rejoiced in the coming of Dr. Steve Laufer and his family as its fourth full-time pastor. During Dr. Laufer's ten years at UBC, the church continued its focus on missions at home and abroad, with as many as thirty mission trips happening in some years. Dr. Laufer became known for pastoral training at locations around the world. At home, the UBC campus continued to mature through renovations and additional facilities. New expressions of our UBC Mission emerged, with a new mission statement and our current, four-year strategic plan.

The Covid-19 pandemic of 2020-2021 taught the congregation new ways to minister remotely and made us reevaluate how best to be a source of community for the people of the Bay Area. UBC quickly adapted to virtual worship services and developed strategies to equip the congregation to participate in online Bible study, church meetings, and other gatherings. While in-person attendance understandably decreased during the pandemic, total participation through online alternatives plus in-person attendance appears to have increased. We are still learning and adjusting to the new realities of our community and our world.

We look forward to welcoming our next Senior Pastor as we prayerfully consider how to prepare the next generation of UBC-ers to be the expression of Christ in our area.

UBC STAFF & LEADERSHIP

The pastoral and ministry staff of UBC today consists of more than forty full- and part-time professionals including our Senior Pastor and three additional Pastors also called by the church. We also employ Associate Pastors, Ministry Directors, and support staff who serve under the direction of the Pastors or the Executive Director as appropriate. These men and women bring a wealth of experience in addition to their passion for serving Christ in vocational ministry, and all are dedicated to fulfilling the mission of UBC.



David Mobley, Executive Director

B.S., Electrical Engineering, Texas A&M University, College Station, Texas, 1981. A member of UBC since 1989, David left a position in industry to serve as executive director in January 2008.





AARON GLENN, Pastor of Serving Ministries

As Pastor of Serving Ministries, Aaron Glenn assesses volunteer programs, initiates new partnerships, and provides consultation about best practices for serving activities. Aaron has a passion for developing authentic relationships between organizational partners and church volunteers as they work together to meet the holistic needs of the community. Aaron holds an MDiv from Truett Seminary and an MSW from USC.



BART MORRISON, Pastor of Worship Ministries

Bart has a passion for sharing the Gospel through the creative arts & has served churches in four different states. He has a B.M.E. from OBU, an M.M. from Southwestern Baptist Theological Seminary and an Ed.D. (ABD) from Abilene Christian University with post grad study at U of M, Oberlin Conservatory & Juilliard. He's married to Dr. Becky Morrison, Music Education, Chair @ Dallas Baptist University.



DR. GARET ROBINSON, Pastor of Adult Ministries

Dr. Garett Robinson has been at UBC for 6 years after serving churches in Sugar Land and Atlanta. He is a graduate of Harvard University, Southwestern Baptist Theological Seminary, and Liberty University. Garett's primary research interest is applying lessons from the historical development of the local church into everyday ministry. He and his son Jack live, with their beagle Augustine, in Clear Lake.



RANDY COX, Associate Pastor of Family Ministries

A native Houstonian with a B.S. in Sociology from Texas A&M and an MDiv from Southwestern Baptist Theological Seminary. Over 45 years of ministry, Randy has served in a variety of pastoral positions in six churches in the Greater Houston area. Married to Donna for 47 years, he enjoys walking on the beach, drinking fresh-brewed coffee and visiting with friends.





MELISSA DUTTON, Associate Pastor, Preschool Ministries

B.S., Elementary Education, Angelo State University and M.S., Educational Mid-Management, University Houston Clear Lake. After spending 15 years in public education, Melissa became the Weekday Ministries Director from 2004-2020 at which time she transitioned to her current position. Melissa has a passion for working with families.

BEN SANDSTROM, Associate Pastor, Contemporary Worship Ministries

Ben studied through Kings College and is currently enrolled in the MDiv program with Knox Seminary. He has been passionate about God's Kingdom and engaging the community of faith at UBC since he began his journey here in 2013. His heart is for growing teams and building authentic relationships.



KYLE WILSON, Associate Pastor of Student Ministries

Kyle has a passion for connecting students and their families to Christ through the work of the local church. He has a B.S. in Biblical Studies from UMHB in Belton. He has served in Amarillo, Rockwall, Fort Worth, and Corsicana but has been at UBC since June of 2007. If not spending time with his wife Mary-Michele and 4 teens, he is most likely enjoying the outdoors by training and competing hunting retrievers.



GUY CAGLE, Director of Senior Adult Ministries

A Louisiana native and graduate of Southwestern Baptist Theological Seminary, Guy has served in churches in Louisiana and Texas since 1971, spending 32 years on staff at Park Place Baptist Church here in Houston. Some of you may already know his wife, LaRinda, through her work as a Choir Director for a number of years at Clear Lake H.S.





FREDDY CORONADO, Director of UBC en Español

UBC en Español is the second ministry that Freddy and his wife, Sharon, have had the privilege to start in the Clear Lake area. He has traveled as a missionary to different places reaching out mostly the Latin/Hispanic and Arabic cultures. As ministry director of UBC en Español, Freddy and Sharon minister to the Spanish-speaking population through evangelism, discipleship, and social and physical assistance, in accordance to the vision and values of UBC.



LAURA DAVIS, DIRECTOR, Weekday Ministries

B.S., Political Science, Texas A&M University, College Station, Texas, 1996. Laura has been a member of UBC since 2005 and on staff at Weekday Ministries since 2006. She began as a teacher of two-year olds, then transitioned to music teacher, co-director and now director.



JENNIFER EBELL, Interim Director of Children's Ministries

Jennifer and her family have been at UBC for 13 years. After serving at UBC in Children's Ministry for 10 years and leading the Dominican Republic Family Mission Trip for six years, she took on the Interim Director of Children's Ministries position in August of 2020. She has a passion for seeing children grow in Christ and helping families serve others.



STEVE JOHNSON, Director of Communications

A Michigan native, Steve served on the pastoral staff at churches in Michigan and Colorado before spending 11 years with CBF Global Missions and Communications. He and Elizabeth settled in Houston and at UBC in 2001. He has a B.S. in Music from the University of Colorado, an MDiv/CE from SBTS in Louisville, and an M.A. in Digital Media Studies from UHCL.



UBC MEMBERSHIP & OUR COMMUNITY

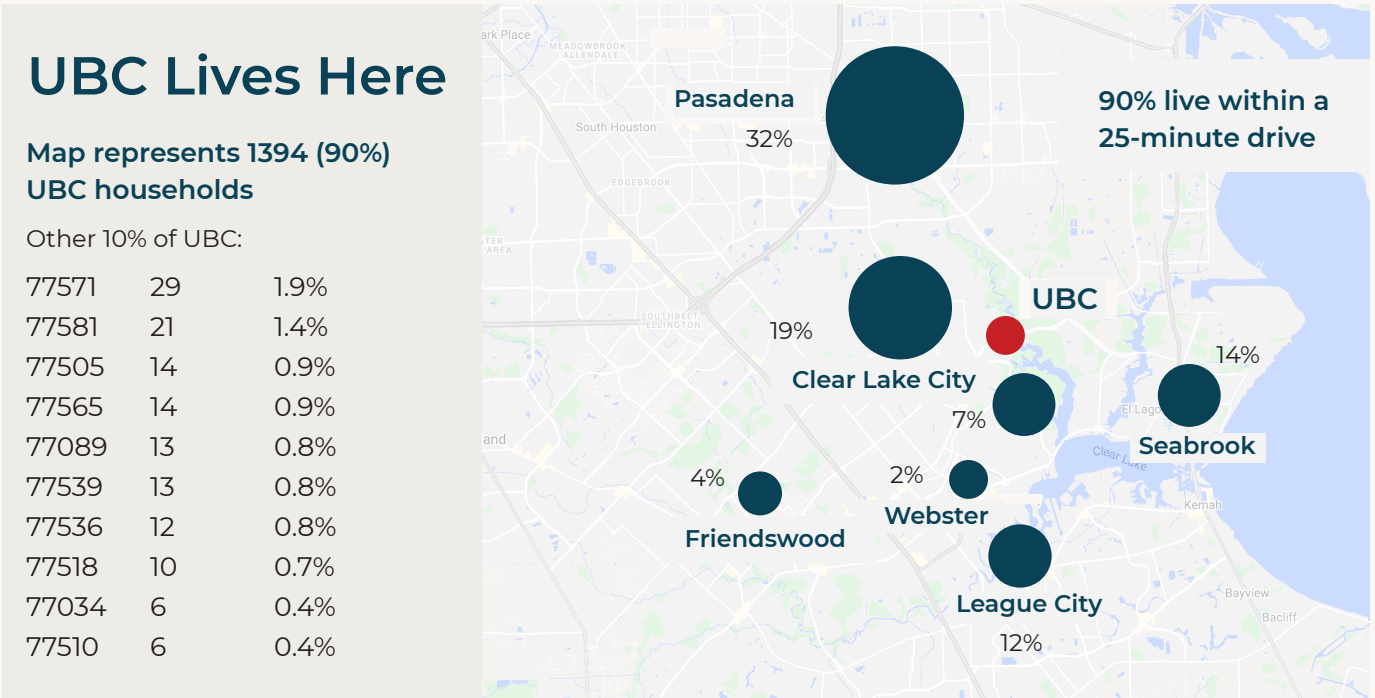
UBC is a suburban, community church located in the heart of southeast Harris County on 20 acres of land. Our campus is well-developed, serving more than 1500 regularly attending members and visitors. Located off Bay Area Boulevard, UBC's location is within a large residential area of single-family homes and a few miles from the I-45 corridor between Houston and Galveston. Some descriptions of the greater Clear Lake area and UBC's location include:

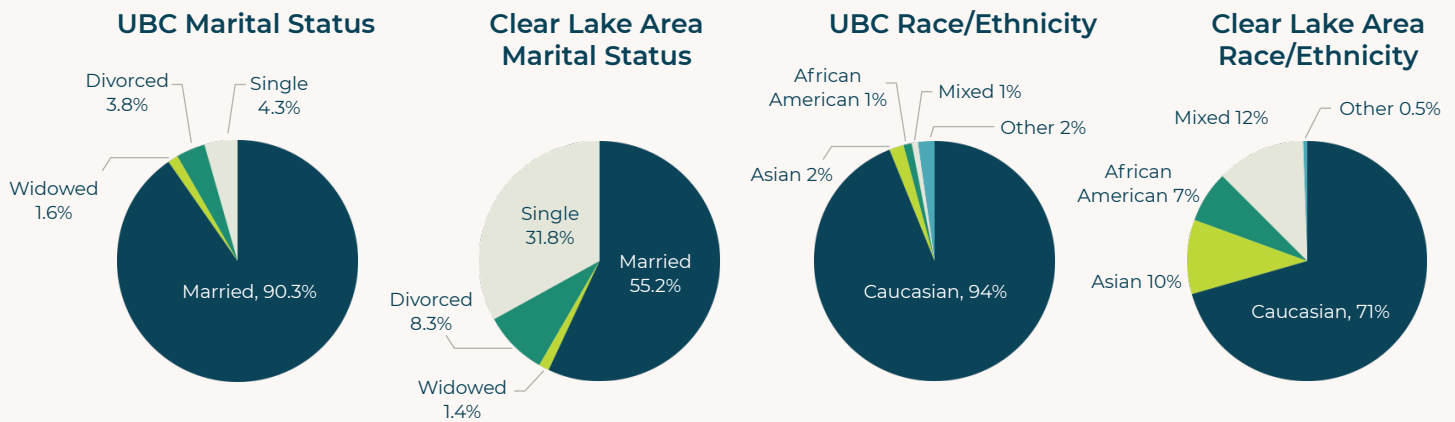
- UBC is located approximately 25 miles southeast of downtown Houston in the Clear Lake area which includes: Pasadena, Clear Lake City, League City, Nassau Bay, Seabrook, Kemah, El Lago, Taylor Lake Village, Webster, and other areas of southeast Harris County and northern Galveston County.
- The Clear Lake area's primary industries include aerospace, petrochemical, bio-medical, education, maritime, and tourism.
- Over 66% of the residents of Clear Lake hold a white-collar job, and more than 94% have more than a high school education. It is significant that more than 84% of UBC members have one or more college degrees.
- NASA's Johnson Space Center, approximately two miles from UBC, employs 3,000 civil servants and 12,000 aerospace contractors.
- University of Houston, Clear Lake, is ¼ mile from UBC and has a total enrollment of over 9,000 students including a large international student body. Additional large community colleges and universities are in the region.



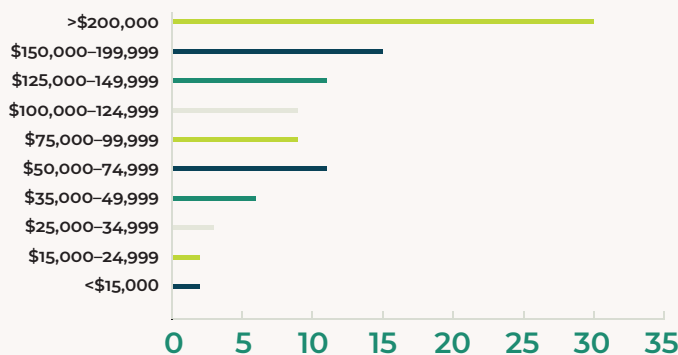


UBC shares common ground with many suburban Baptist churches in faith and worship, yet we believe that God established a congregation here in this community to fulfill His unique purpose. We are in a fertile mission field where many residents have little relationship with a local church. Over 90% of our families live within a 25-minute drive of the UBC campus. Our congregation is made up of believers of all ages who have committed to making a difference in the lives of those with whom they come in contact every day. We have a strong family make-up, yet with fewer single adults on average than the community in which we live. Our community is almost 45% single adults (compared to 10% at UBC) with life circumstances that include those who may be divorced, widowed, single with or without children, and people in a wide range of ages. We also continue to serve primarily one socio-economic sector of the population, with 94% Caucasian attending, but we seek ways to reach additional ethnic populations that make up 30% of the area population. Finally, we are an affluent suburban church with over 60% of the families earning more than \$100,000.





Clear Lake Household Income Distribution



Clear Lake Age Distribution



UBC Involvement and Finances

UBC is an established and stable church of around 1000 involved families who are committed followers of Christ. Total worship and small group attendance have been consistent over the past several years, with between 800 and 1000 people onsite most weekends. Like many churches, onsite weekly attendance declined in 2020-2021 due to the COVID-19 pandemic. However, online participation by watching the live, streaming worship services, and participation in Zoom group Bible studies has increased dramatically. That said, it is also understood that measuring worship church attendance is only one indicator of total involvement. We believe that the total involvement, measured as active participation one or more times per month, has increased over the years while the total number on-campus any given Sunday has stayed constant or slightly decreased. We further believe this reflects the increasingly mobile lifestyles of our community.

We see continuous growth and energy in members' involvement in church and in their ministry to the community. This is often seen in crisis intervention (for example, in natural disasters), but also in consistently serving the needs of the community. The breadth of skills and expertise in the congregation lends itself well to those efforts.

Finances, while not growing in recent years, are consistently strong and ample to supply the needs of the church. The church regularly meets its budget of over \$3.5 million and UBC is free of all long-term debt. UBC can afford to continue its long-standing practice of contributing 10% of all unrestricted budget giving to missions, and nearly 20% of total giving to missions through additional mission-designated contributions. Over half (54%) of the budget is provided by those who are age 40-64; 38% of the budget is given by those 65 and older. Finances are provided by a fairly wide range of ages for a church of this size.

UBC Facilities and Master Plan

UBC enjoys a beautiful 20-acre campus in the heart of the Clear Lake suburban area. We have a significant 1200 seat Worship Center built in 1984 and multiple buildings, including the Learning Center, built in 1996, for family ministries for every age group and weekend Bible study. UBC also offers a weekday preschool program to the community and hosts home school co-ops. Area schools frequently use our facilities for music competitions and performances, and other community organizations may use the facilities as well. The grounds continue to be developed and now include a beautiful outdoor pavilion, a sports field, three playgrounds, and a new Mission Training Center.

Renovations of all the program area facilities as well as the construction of the UBC Pavilion and Mission Training Center have been completed over the last eight years at a cost of several million dollars. All these improvements have been made by the generous contributions of the people of UBC annually without a capital campaign.

UBC continues to look to the future and maintains a living master plan with preliminary plans to complete the park-like character of the grounds, including a full walk/jog pathway around the campus, build a 600-seat contemporary worship center and a dynamic welcome center entrance, renovate the existing worship center, and more. The plans will be reassessed as the new Senior Pastor and leadership consider the future and as finances become available.



UBC GOVERNANCE

Serving together with intention

UBC created its unique form of governance by called-Pastors and lay-leaders in the early 2000s following a decade of focus on intentionally fulfilling the mission of UBC. Ideas around lay mobilization, creating a tiered decision-making structure, and creating a more effective and efficient organization were building blocks for this style. This form also provides the Senior Pastor greater latitude to focus on prayer, study, preaching and teaching, and pastoral care while also serving as the leader of the church. UBC is also a 501(c)3 not-for-profit religious corporation and therefore has formal officers in the Trustees, Treasurer, and Secretary. Both men and women serve in all lay leadership roles, including the Executive Council and Trustees. UBC also ordains both men and women for full time ministry.

There are two standing committees: the Executive Council and the Nominating Committee. Other committees and/or task forces may be created for a defined purpose (explained in the by-laws), and ministry teams may be formed at any time with pastor or staff support.

The **Trustees**, along with the Treasurer and Secretary, are the officers of the church. The nine lay member Trustees are legally responsible to act on behalf of the members of the church. They are responsible for maintaining the by-laws and ensuring that everyone else plays their part and follows the approved church policies. They sign for the property, debt, and legal matters, audit all things, and represent the membership. The Trustees are the corporate foundation of UBC.

The **Nominating Committee (NC)** consists of six (6) members; the Senior Pastor, one of the senior Executive Council members, one of the senior Trustee members, and three at-large, lay members. This integrated staff-lay committee fills vacancies on the Trustees and Executive Council as well as for Treasurer, Secretary, and any active committee or task force.

The **Executive Council (EC)** is charged with making decisions on behalf of the congregation to carry out the mission of the church. They do so with the Senior Pastor's spiritual and practical leadership and the resource management of the Executive Director. The Executive Council is made up of seven (7) members including the Senior Pastor, the Executive Director, and five lay members. The strategic focus of this unified team is to intentionally turn vision into strategy and then to implement through the budgets, facilities, staffing, programs, missions, and other resources.

The five lay members of the Executive Council also act as supervisor of the Senior Pastor by evaluating his performance and managing compensation. Currently, the lay members of the EC plus the Senior Pastor act as supervisor of the Executive Director by evaluating his performance and managing compensation.

We expect that the supervisory relationships of the pastoral and ministerial staff, including the roles of the Senior Pastor and Executive Director, may evolve over time based on the leadership style of the Senior Pastor and the relationship with UBC's lay-leaders.

The **Senior Pastor is called by the church** and is responsible for leading the church to function as a New Testament church. He will have charge of the welfare and oversight of the church and will conduct religious services, administer the ordinances, minister to the needs of the members of the congregation and community, and perform other pastoral duties. The Senior Pastor will lead the development and communicate the church vision to the membership.

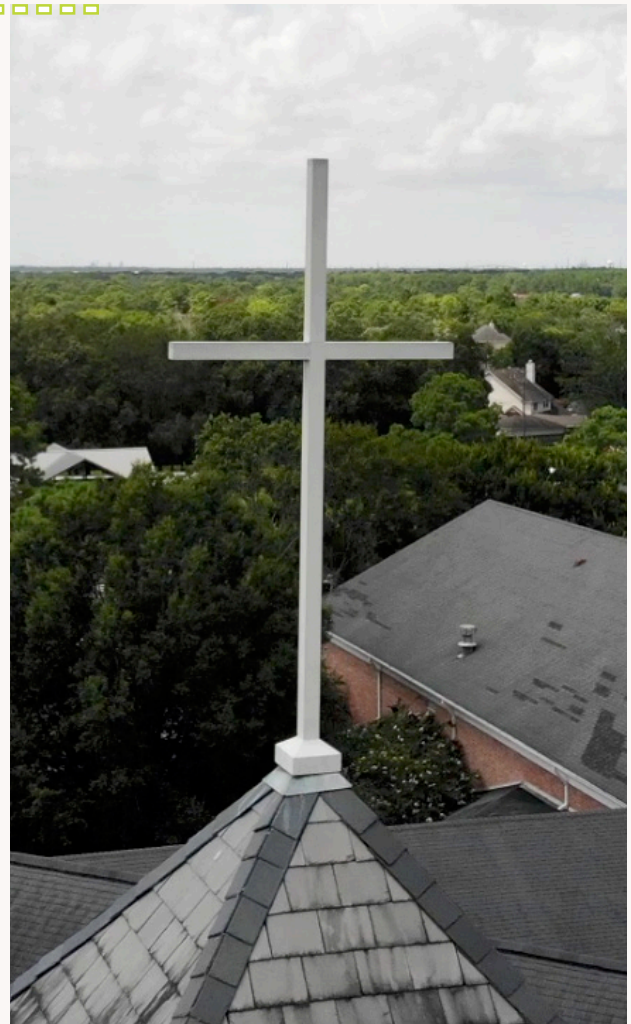
He will lead the congregation, the organizations, and the church staff to perform their tasks in fulfilling the mission of the church. The Senior Pastor is the supervisor of the three church-called Pastors. The Pastors, in turn, supervise the Associate Pastors and Directors.

The **Executive Director** is hired by the EC and is responsible for the implementation of the church mission, development of budgets, management of resources (personnel, finances, facilities, and schedules), responsible for implementing the Personnel Policies, and carrying out the day-to-day operations of the church. This includes the management of all support staff and administrative positions.

Deacons and Ordination

The **Fellowship of Deacons** was established at UBC to continue the traditions for which the office of deacon was created by the apostles in the early days of the Christian Church and to carry out these purposes. We believe that deacons can fulfill this purpose by identifying, developing, and implementing ministries that address *"the unmet critical pastoral care needs of UBC members and constituents."*

The purpose for which UBC deacons are set apart, including men and women, is to assist the pastoral staff in ministering to the needs of the congregation; to relieve the pastoral staff of certain routine duties to allow the pastoral staff to "give themselves continually to prayer and the ministry of the word," to oversee and assist with delivering the ordinances, and to raise by example the level of spirituality, unity of purpose, and cohesiveness of the local Church. The Fellowship of Deacons is not a corporate decision-making body at UBC.



UBC Foundation

The University Baptist Church of Houston Foundation, Inc. was chartered in 2001 as a special stewardship vehicle giving student scholarships and supporting ministries and missions at UBC and beyond. It is funded by proceeds from its annual golf tournament, “Dine out to Donate” style events, individual donations, and legacy gifts. Recently, a unique website, ubcfoundationlegacy.org, was created to educate church members on ways to give through their estate plans.

Since 2010, the Foundation has given out over \$75,000 in UBC student scholarships to high school seniors and seminary students. In addition, over \$47,000 in grants have been given to support local, national, and international missions. As of May 31, 2021, the Foundation’s assets totaled \$388,000.



UBC MINISTRIES

UBC Worship Ministries

The people of UBC worship God every Sunday in a variety of ways. The anthems of praise and worship that we sing capture the heart of our church as we celebrate God’s faithfulness and our gratitude for the work of Christ in our lives.

In every aspect of worship, we strive for excellence, not perfection, understanding that perfection was only accomplished by our Savior. We seek to share our gifts and best efforts on any given day to the glory of God.

We want to lead our church by empowering each group, preschoolers through senior adults, to lead us in worship with their God-given musical talents. We want people to be able to come to UBC and find a place of service in the worship ministry where they can blossom, becoming more than they can think or imagine, all for God’s glory.

Our desired outcome for all areas of the Worship Ministry is for people to be impacted by a greater and more unified praise of God. We also endeavor to deepen our understanding of who God is and what he has done through Jesus Christ, so that we might serve him better here and prepare for our eternity of praising our Heavenly Father.



Traditional Worship

Our Traditional Worship service happens onsite and online at 9:30 a.m. each Sunday. This approach to worship is a beloved hallmark of UBC. We take Psalm 150 as our foundation and “Let everything that has breath praise the Lord.” With that in mind, many in our church use their gifts to lead in worship, including an adult choir of over one hundred members, an orchestra of more than forty players, seven handbell choirs, and age-graded choirs from preschool through high school. The largest choir at UBC, however, is our congregation, and when they sing, it is dynamic, energetic, and robust because of their desire to sing their praises to the Father.



Contemporary Worship

At 11 a.m. each Sunday, we gather for dynamic, contemporary worship, also offered in person and via livestream. This service offers a way for worshippers to bring praise to God in a more casual, comfortable environment regardless of worship background or preference. We use staging, lights, videos, and contemporary music to enhance and widen the experience for that day, but all that goes into our worship time is meant to connect people corporately with God.

Sound of Light, our contemporary worship band, is full of gifted UBC musicians who strongly desire to empower the church through genuine, heartfelt praise to God. Their original songs are the products of revelation from God’s Word, personal struggles, and hearts overwhelmed by his goodness and faithfulness.

UBC en Español

Also at 11 a.m., some of us gather for a Spanish language worship service in our Chapel. This is a small but growing part of our overall worship ministry as we seek ways to connect with our Spanish speaking neighbors and provide opportunities for worship. This service reflects the diversity of attendees from many different countries who come together in an authentic, heartfelt expression of worship focused on the grace of God.

UBC Spiritual, Relational, and Serving Ministries

Pastoral Care Ministry

From its beginning, UBC has been a community of Christ-followers committed to caring for the physical, emotional, and spiritual needs of others. While Pastoral Care is not the sole mission of the church, it is indeed a foundational responsibility shared between the UBC staff, Deacons, and UBC members. Living out a shared value, “Every person is a minister, a missionary, and a priest,” the pastoral staff made an intentional effort to refer to themselves as pastors, and to the people of the congregation as the ministers.

Today the care of the congregation plays an active role in the day-to-day life of the UBC family. The ministry is guided by the Senior Pastor, with other pastors designated to coordinate and lead care ministries. All pastors participate in a monthly rotating system, so a Pastor-on-Call is always available to address immediate needs.

Ministry Teams continue to be strong and active in carrying out the pastoral care ministries of the church. Deacon-led teams minister to those who are homebound or in nursing homes, assisted living facilities, hospitals, recovering at home, or anticipating surgeries or treatments. Other deacon-led teams and lay-led teams reach out to the grieving and to those who need spiritual guidance.





Prayer Emphasis

UBC is a praying church. We maintain an active prayer list and encourage individual and small group prayer through sermons, small group curriculums, the National Day of Prayer, and unique prayer guides created by UBC lay leaders and staff. UBC's Women's Ministry takes the lead in this area, promoting a highly active prayer life in our women who pray for each other during Bible studies, women's groups, and individual prayer groups. Ongoing efforts throughout the church indicate a desire to find ways to deepen our prayer lives individually and corporately.

Serving Ministries and Missions

UBC has been a mission-minded church since the beginning. In recent years, we have sought to be a missional church that not only supports missions but hears and acts on the specific invitation to join in the work of God and to "go" out into our community and around the world. This goes hand in hand with our desire to equip the congregation so that good intentions become tangible good works and good news.

Local Community Involvement & Meeting Human Needs

UBC has a rich history of reaching out to meet basic human needs within the community and responding in times of crisis. We partner with key area ministries such as Anchor Point, Bay Area Turning Point, the Crisis Pregnancy Center, The Bridge Over Troubled Waters, and the Clear Lake Food Pantry. We work with prison ministries, social ministries with troubled teens, and other strategic alliances engaging through our internal ministry initiatives like Angeltree, the Practical Care Ministry, Walden Community Garden, and others. We strive for an ongoing spirit of involvement in the local community to share the light of Christ.

Disaster Response

Living on the Gulf Coast, we have had many opportunities to respond to the needs of people hard hit by natural disasters in our region. UBC has responded significantly with a well-equipped Disaster Relief Team and a noteworthy ability to organize and lead teams. These men and women reach out to victims of disasters, organize relief efforts, coordinate with area government and volunteer organizations, and offer encouragement and a helping hand. We are a problem-solving church by nature and stand ready to jump into action when needed.

UBC's team is affiliated with *Texas Baptist Men Disaster Relief Ministry* and deploys to help in national and international disasters. All participants receive Yellow Cap (introductory) training, with additional specialized training available in Chainsaw, Cleanout, Mass-Feeding, and other skills. UBC continues to invest in the equipment and training to be able to respond, including our new Mission Training Center, which has been a critical resource to equip and house disaster response teams.



Missions

UBC has a dynamic mission history. We are a strong contributor and leader in the Union Baptist Association and in the Baptist General Convention of Texas. UBC dedicates 20% of all gifts, budget plus designated contributions, to missions at all levels. Our heritage includes national and global missions through the Southern Baptist Convention and the Cooperative Baptist Fellowship. Members may designate their missions giving to either or both organizations.

UBC is its own sending organization as well! For over thirty years, UBC building teams have constructed churches in Native American communities in Arizona and New Mexico. UBC members frequently travel internationally to many continents in large, organized groups or small units to dig water wells, lead Bible studies, teach new pastors, provide medical services, and build or renovate churches. Many from UBC have also become career missionaries abroad.

Communications Ministry



UBC's Communications Team understands the value of quality production for worship, the necessity of staff and congregational support, and the importance of personal ministry. To support the extensive communications and technical support needs of our church, UBC currently employs five full-time employees who are experienced in all phases of communications. We are also blessed to have a volunteer media team filled with dedicated and qualified servants. UBC currently livestreams two of our three worship services and posts edited videos for on-demand viewing on several platforms. Recent updates to our audio, video, and lighting systems allow us to maintain a high level of production quality both onsite and online. We are active on social media, we have an extensive website and a UBC app. Most of the church's design, print, and A/V production needs are handled onsite, including large format printing and the production of our weekly podcast *Living UBC*.



Adult & Family Ministries

The UBC mission statement, “Becoming a family of Christ-followers, connecting people with God’s Kingdom,” begins with an emphasis on family. Family Ministries encompass all ages of the UBC family - Preschool, Weekday Preschool, Children, Students, Adults (college, single, and married), Senior Adults, Women, and Men. We achieve this family unity through hundreds of volunteers working together to provide Bible study groups, serving opportunities, and recreational engagement for each stage of life and intergenerational opportunities to connect people with God’s Kingdom.

Preschool and Weekday Ministries

At UBC, we believe that a child’s spiritual journey should begin at birth. We want to partner with parents and families as they build a solid spiritual foundation in the lives of their preschoolers (birth through PreK-4). Each Sunday morning, we teach biblical truths at an age-appropriate level in a safe, loving classroom environment. Beyond the classroom, we offer many other fun, loving, and spiritually-based activities for preschoolers and their families.

UBC Preschool Ministries also supports parents of infants, toddlers, and preschoolers in various ways, including a Weekday program, *Right at Home Moms* (Bible study for mothers modifying their work schedule or leaving the workplace to stay home) and *Embrace Grace/Embrace Life* (Bible study and support networks for moms of all ages coping with unplanned pregnancies).





Weekday Ministries

Weekday Ministries is a preschool program open to the community for ages six months to four years. We strive to provide a safe, happy, and developmentally appropriate place for each child to cultivate their unique talents during the formative infant, toddler, and preschool years. Our classes are intentionally small, with two teachers per class to allow for one-on-one connection with each child. We believe children learn best through play, so to promote experiential learning, we set our classrooms up in learning centers with a weekly theme. Children explore the theme and the academics that flow through it as they move through the learning centers.

We believe that by ministering to young children, we can also minister to their families. We endeavor to provide experiences for children to build a positive self-image, to develop socialization skills that will assist them in a school environment, and to encourage an appreciation and awareness of God's love.

Children's Ministries

Kids matter at UBC! We are committed to making a fun, safe, and Spirit-led environment for our kids as we help them understand the Gospel and partner with parents to lead children to accept Jesus as Savior and Lord.

At 9:30 on Sundays, small group classes help kids build community with one another. Then, at 11:00, they gather in The Hangar, a unique worship area designed specifically for Kids' Church. This high-energy, fun worship and Gospel presentation features music, games, and lots of cool surprises. Following Kids' Church, we break into small groups for life applications and prayer.

UBC supports and encourages kids to live out faith in Christ through a variety of special activities. VBS at UBC is a week-long powerhouse of worship, teaching, and fun that draws in volunteers and hundreds of kids from UBC and across the community. After VBS, numerous activities provide Christ-centered summer fun.



Student Ministries

Student Ministries at UBC includes intermediate and high school students, grades 6-12. Our goal is to connect students to Christ. We work through every facet of our students' lives with the hope that we can make UBC's Student Ministry the axis point of each of our students' lives. Our volunteers offer spirit-building small groups and musical groups. However, we also help our students



see their involvement in band, sports, schools, and clubs as opportunities to be the incarnate hands and feet of Christ, always connected back to the Church as their main spiritual and social center.

In addition to Sunday morning Bible study groups, we offer multiple music, fellowship, Bible study, games, and mission opportunities. Periodic events like student retreats, camps, mission trips, and our annual Vision weekend give our students amazing ways to engage with and serve others in Houston, throughout the U.S., and around the world.

Adult Ministries

The Adult Ministry provides ongoing care, groups, discipleship, and fellowship opportunities that are aligned with our larger strategic focus. We offer a means to help people find a connection with others and make their church a part of their family through our three-part pathway for connection: find a worship time, find a small group, and find a place to serve.

One key element of UBC's culture is visible through our Groups Ministry. This ministry provides connections to hundreds of members every week through around 30 ongoing, short-term, and medium-term (semester length) adult groups. We provide a depth and breadth of group experiences, mostly based around stages of life, that meet Sunday through Saturday for prayer, fellowship, Bible study, and to extend care to others. Short- and medium-term groups often are affinity based with many options offered from our men's, women's, marriage, and discipleship ministries. During the COVID pandemic our ongoing groups responded with resilience through virtual meetings, and we did not lose a single ongoing group during this time. This is a testimony to the strength of our lay leadership and our desire to maintain connections between members.

UBC is rolling out a new digital discipleship strategy that will be known as our Spiritual Life Assessment. The goal of this strategy is to provide every adult at UBC an on-line assessment tool to find where they are on a discipleship spectrum and then match them with solutions to grow in a specific area. This is a tremendous next step for our church, and we believe it will help our members become more like Jesus every day.

Women's Ministry

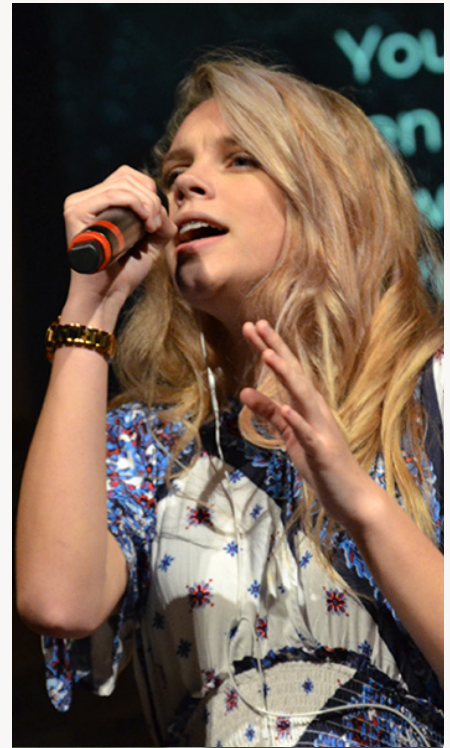
The mission of UBC's Women's Ministry is to serve Christ by helping women learn to receive the love of God and express that love to others. We have many opportunities for women of every age and stage to gather and learn together through Bible study groups that meet on campus and in home groups. Our Thinking Faith Academy offers a six-semester curriculum with courses in counseling, Old and New Testament survey, church history, and more.

Among our many Women's Ministry events and activities, the annual Tapestry Dinner may be the most popular. Beyond inviting friends to share a meal and hear an inspirational speaker at the church, Tapestry has evolved to be an outreach to our multi-cultural and religiously diverse community. Women from the Muslim, Buddhist, and Hindu communities participate with us and share not only dinner but moving testimonies of transformed hearts through the power of the Holy Spirit.

As of this printing, Lora Doremus, our fabulous Women's Ministry Director, has accepted a position on the faculty of Houston Baptist University. We are currently seeking a new person to lead this ministry.

Senior Adults

The Boomer/Prime Time ministry at UBC is designed to minister to ages 60 and up by focusing on the spiritual, emotional, and physical needs of senior adults. We reach out through a variety of events, programs, day trips, and monthly luncheons or dinners that are entertaining, family building, and provide valuable information on health and life matters. We regularly host large events that include invitations to the community as well as the Boomers/PT's of UBC and provide opportunities to connect to other UBC service ministries and mission projects. New opportunities include our *Generation 2 Generation* think tanks which have provided incredible input from UBC members on possible ways to connect our family across generations.





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University Baptist Church

SUNDAY SERVICE TIMES

9:30 am - Traditional Service

11:00 am - UBC en Español (Chapel)

11:00 am - Contemporary Service

ubc.org

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