

**COMMON COMMUNICATION STRATEGIES
IN SUCCESSFUL CHURCH PLANTING
IN THE CHURCH OF THE
NAZARENE**

By

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C O P Y R I G H T

by

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May, 1990

DEDICATION

This project is dedicated to my loving family and the supportive congregations who have made it possible:

My wife, Sharon

My son, Lyndon

First Church of the Nazarene, Ponca City, Oklahoma

Grace Church of the Nazarene, Montreal, Quebec

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CHAPTER I

INTRODUCTION

Increased attention is being given to church planting. Attention has been directed toward gaining more understanding of what is happening in church planting activities and learning ways to achieve greater success. Chapter I of this study presents an overview of church planting activities and identifies elements of successful church planting efforts. The chapter also discusses communication and the role it plays in church planting. The chapter concludes with the statement of the problem, the purpose of the study, the research questions addressed in the study, the scope and limitations of the study, assumptions for the study, and the organization of the study.

Overview

The discussion of church planting begins with an understanding of what is meant by the term itself. Chaney (1986) notes that the term church planting is used to refer "to those things one existing Christian fellowship does to share its faith in Jesus Christ with another community of people and to form them into a new congregation of responsible disciples of Jesus Christ," (p. 39).

Another definition of church planting is "the creation of a new living cell in the Body of Christ" (Hurn, 1986, p. 7), which is aimed

at establishing "a viable, responsible, and reproducing church" (Hurn, 1986, p. 6). For the purposes of this paper, the definition of church planting will be reduced to the start of a new church (Hurn, 1986).

Church planting advocates indicate that new churches are coming into existence quite rapidly in all parts of the world (McGavran & Arn, 1977; Orjala, 1978; Seamands, 1981). McGavran and Arn (1977) write: "A great vitality is evident in church planting: Outside North America one thousand new churches open their doors for the first time every Sunday! Five thousand new churches are planted each year in Latin America alone" (p. 19).

The Catholic Church Extension Society built more than 90 new chapels in 1986 and plans are underway for more than 100 to be built in 1988 (Slattery, 1988). The Church of the Nazarene attributes much of its rapid growth to an ongoing and aggressive emphasis on church planting (Orjala, 1978). The Church of the Nazarene set a one-year goal of organizing 228 new churches between September 1, 1983, and September 1, 1984 (Hurn, 1985). That goal included a one-day goal of 75 new churches organized on October 23, 1983, the 75th anniversary of the denomination. The one-day goal was more than doubled as 213 new churches were organized on anniversary day (Hurn, 1985). This researcher attended a convention in Indianapolis, Indiana, and witnessed the simultaneous organization of 267 Churches of the Nazarene on June 24, 1989. Johnson (1989) observes:

This year, 1989, has been designated by the Board of General Superintendents as the 'Year of Church Planting.' Our goal has been to see two new Churches of the Nazarene a day planted worldwide. This would suggest a total of 712 new congregations.

Superintendents, pastors, and laypersons everywhere have rallied to this challenge and raised that goal past the 1,000 mark. We are now halfway through the year, and it appears we are well on our way to achieving this historic accomplishment. (p. 5)

The Southern Baptist Convention published a volume detailing a step-by-step process for beginning a new church (Redford, 1978). In Oklahoma alone, the Oklahoma Baptist Association has published goals for beginning 400 new churches (Unsigned article, Ponca City News, 1988). Historically, the establishment of new churches has been given high priority among the concerns of Presbyterians in America (Perry & Perry, 1979). The advance of the Christian movement worldwide is being aided significantly through strategies to plant new churches (McGavran & Arn, 1977; Orjala, 1978).

Many have enthusiastically argued that new churches are needed (Bakke, 1987; Barrett, 1986; Chaney, 1986; Crosby, 1988; Dubois, 1978; Estep, 1988; Hesselgrave, 1980; Hurn, 1973; Jones, 1978; McGavran, 1970; McGavran & Arn, 1977; Orjala, 1978; Oster, undated pamphlet; Slattery, 1988; Tillapaugh, 1982; Wagner, 1976; Wiseman, 1976). Church planting is believed to be God's plan for the expansion of the Christian movement as witnessed by the statement that "church planting . . . is central to the mission of the church" (Chaney, 1986, p. 39). Church planting is viewed as a solution to the social and spiritual needs of modern society (Bakke, 1987; Barrett, 1986; Chaney, 1986; McGavran & Arn, 1977; Tillapaugh, 1982; Wiseman, 1976). The start of new churches is also viewed as essential in reaching masses of people with the message of salvation through Jesus Christ (Barrett, 1986; Chaney, 1986; Hurn, 1973; McGavran & Arn, 1977; Oster, undated pamphlet; Wiseman, 1976). Church

planting is seen as a means of bringing the church to the people of the cities where human need is prolific (Bakke, 1987; Barrett, 1986; Wiseman, 1976). Chaney (1986) has observed: "If evangelicals are to make significant progress in bringing America to Christ, the number of churches must be multiplied" (p. 92).

Communication has emerged as one of six essential elements in a successful church planting effort. A brief listing of the six essential elements follows. The categories are not in priority order.

- [1] Innovation, flexibility, and creativity are needed (Chaney, 1986; Hurn, 1973; McGavran & Arn, 1977; Schaller, 1975; Tillapaugh, 1982; Wagner, 1976).
- [2] The effort should focus on well-defined groups of people (Bakke, 1987; Barrett, 1986; Chaney, 1986; Hurn, undated pamphlet, 1973; McGavran & Arn, 1977; Oster, undated pamphlet; Perry & Perry, 1979; Redford, 1978; Wagner, 1976; Wiseman, 1976).
- [3] New churches should be started in the population centers (Barrett, 1986; Chaney, 1986; Hurn, 1973; McGavran, 1970; Redford, 1978; Wiseman, 1976).
- [4] Evangelism must be at the heart of every endeavor (McGavran & Arn, 1977; Troutman, 1981; Wagner, 1976).
- [5] Pragmatism should be stressed (Barrett, 1986; Engle & Norton, 1975; McGavran & Arn, 1977; Tillapaugh, 1982; Wagner, 1976).
- [6] Communication is central (Engle & Norton, 1976; Engle, 1979; Hurn, 1986; McGavran & Arn, 1977; Oster, 1978; Schaller, 1975).

The role of communication in church planting is noted by Gaston (cited in Lee, 1986):

The church is a society of men, women, young adults, and children. By its very nature, it is always engaged in various kinds of communication. Members of the church communicate among themselves, church leaders communicate with other members, and the church as a whole communicates with nonmembers. Communication, therefore, is not something accidental, optional, for the church: it is its very life. That is why a theologian has said, and rightly, "the church is communication". (p. 118; theologian cited: Dulles, 1982)

Engle (1979) declares: "In the final analysis, the church is both message and medium, exemplifying and proclaiming the kingdom of God" (p. 30).

Human communication has been defined as "eliciting of a response through verbal symbols" (Dance, 1967, p. 289). Human communication has further been separated into three levels: Level one is intrapersonal speech communication, level two is interpersonal speech communication, and level three is person-to-group speech communication (Dance, 1967).

The relationship of church planting and communication is highlighted in the statement noted above that "the church is communication" (Gaston cited in Lee, 1986, p. 118). Communication in successful church planting efforts is the particular focus of this study.

Statement of the Problem

Despite the apparent interest in church planting, and the fact that communication is frequently identified as an essential element in successful church planting, material which singularly addresses communication strategies which need to be employed in a church planting project is scarce. Empirical evidence to support the

positions of those who have written on the subject of communication in church planting is conspicuously absent. Rationale for the use of any given communication strategy is also lacking. Additionally, material on the subject of communication in church planting strategies does not appear to be based on the input of a wide-spread group of church planting practitioners who have a successful track record to substantiate their claims about communication.

The problem is that no empirical evidence exists to guide church planters in the selection of communication strategies needed for successful church planting efforts.

Purpose

The purpose of this study was to have successful church planters identify and prioritize common communication strategies needed in church planting efforts. Using the Delphi technique, pastors with a prior history of successful church planting were asked to identify and rank the critical issues that were used in the start of a new church.

Research Questions

The following questions were addressed:

- [1] What critical communication strategies did the church planters identify?
- [2] What rank or value did the church planters assign to the critical factors they identified?

- [3] What levels of communication do the strategies identified represent?

Scope and Limitations of the Study

The following limitations applied to the study:

[1] Church planting efforts to be studied were limited to the Church of the Nazarene. Although there is extensive evidence to support the claim that many denominations are vitally interested in church planting, and that numerous denominations are engaged in church planting efforts, this study limited itself to the Church of the Nazarene.

[2] Although the Church of the Nazarene is an international denomination, only church planting efforts in the United States were studied.

[3] All the participants in the study had conducted successful church planting efforts in the past 20 years. The study made no effort to gather input from pastors that had unsuccessfully attempted to launch a new church, even though those pastors might have valuable insights.

[4] All participants were selected by a nominating committee. There were 86 nominations but only 35 could commit themselves to participation and completion of the study.

Assumptions

The following assumptions applied to this study:

- [1] Delphi member pastors could identify effective communication strategies for successful church planting.

- [2] The population of the study was representative of the recognized church planters with a past history of success in a church planting effort.
- [3] The communication strategies generated by the Delphi member pastors were subjectively generated and prioritized.

Organization of the Study

Chapter I provided an introduction and rationale for the study. It included a statement of the problem, purpose of the study, research questions and limitations, assumptions, and definitions of terms used in the study.

Chapter II provides a review of the literature related to communication strategies in successful church planting. It notes the role of communication in church planting efforts as well as specific guidelines for selection and implementation of strategies.

Chapter III examines the procedures used in the study. It defines the population and explains the sampling procedures used in compiling the panel of successful church planters. It explains the Delphi Technique and its history, how the instruments were designed, and how the information was analyzed.

Chapter IV contains the findings of the study. Chapter V contains the conclusions, implications, recommendations, and a summary of the study.

CHAPTER II

REVIEW OF THE LITERATURE

Church planting has been a topic of considerable discussion in recent years (Barna, 1988; Barrett, 1986; Chaney, 1986; Crosby, 1988; Engle, 1979; Estep, 1988; Getz, 1984; Hesselgrave, 1980; Hunter, 1987; Hurn, 1973, 1985, 1986; Jones, 1978; Kelly, 1982; McGavran, 1970; McGavran & Arn, 1977; Orjala, 1978; Oster, undated pamphlet; Redford, 1978; Roller, 1984; Schaller, 1975; Slattery, 1988; Tillapaugh, 1982; Towns, 1985; Troutman, 1981; Wagner, 1976; Wiseman, 1976). Specific denominations have addressed the issue (Chaney, 1986; Crosby, 1988; Estep, 1988; Hurn, undated pamphlet, 1973, 1985, 1986; Kelly, 1982; Orjala, 1978; Perry & Perry, 1979; Redford, 1978; Roller, 1984; Slattery, 1988; Thompson, 1975; Wiseman, 1976) and others view church planting from a non-denominational perspective (Barrett, 1986; Hesselgrave, 1980; Hunter, 1987; Jones, 1978; McGavran, 1970; McGavran & Arn, 1977; Towns, 1985; Troutman, 1981).

Church Planting

The literature on church planting runs in three veins. First, the need for new churches has been addressed as a Biblical mandate to make the church accessible to all (Bakke, 1987; Barrett, 1986; Chaney, 1986; Crosby, 1988; Estep, 1988; Hesselgrave, 1980; Hurn, 1973, 1985; Jones, 1978; McGavran & Arn, 1977; Orjala, 1978; Oster, undated

pamphlet; Redford, 1978; Slattery, 1988; Tillapaugh, 1982; Wagner, 1976; Wiseman, 1976). Jones (1978) states: "As long as people are moving, new churches will be needed" (p. 5). Second, common elements in successful church planting have been identified (Barrett, 1986; Chaney, 1986; Engle & Norton, 1975; Getz, 1984; Hesselgrave, 1980; Hunter, 1987; Hurn, undated pamphlet, 1986; Jones, 1978; McGavran & Arn, 1977; Orjala, 1978; Oster, 1978; Redford, 1978; Roller, 1984; Thompson, 1982; Tillapaugh, 1982; Towns, 1985; Wagner, 1976; Wiseman, 1976). Third, specific attention is given to the issue of communication in successful church planting (Bakke, 1987; Barna, 1988; Chaney, 1986; Engle, 1979; Engle & Norton, 1975; Estep, 1988; Getz, 1984; Hesselgrave, 1980; Hunter, 1987; Hurn, 1986; Jones, 1978; Kelly, 1982; Oster, 1978; Redford, 1978; Schaller, 1975; Seamands, 1981; Towns, 1985; Vitti, 1987). A brief discussion of the first two veins in church planting will clarify the subject and provide a background for more extensive treatment of the third vein.

The goal of church planting is to become a fully organized church (Hurn, undated pamphlet; Troutman, 1981). This goal means that the church should be "self-supporting, self-governing, and self-propagating" (Hurn, undated pamphlet).

Need for New Churches

Church planting is seen as a means of bringing the church to the people of the cities where human need is prolific (Bakke, 1987; Barrett, 1986; Wiseman, 1976). Stowe (cited in Hurn, 1973), speaking of the Church of the Nazarene, asserts:

A church of our size now ought to be starting new churches at a rate of no less than 10 percent of our total churches on the average across the church during every four years. We must do this if we are to keep pace with the growth of population We feel that the time is right and we can't delay longer. (p. 55)

Elements in Successful Church Planting

Six common elements of successful church planting run throughout the literature. Conclusions drawn by various authors rely entirely on case studies. A brief overview of these six categories follows. The categories are not in priority order.

[1] Innovation, flexibility, and creativity are required (Chaney, 1986; Hurn, 1973; McGavran & Arn, 1977; Schaller, 1975; Tillapaugh, 1982; Wagner, 1976). A break with the traditions of an established church to begin a new church demands a willingness to venture into uncharted territory. Flexibility in addressing opportunities and problems is a necessary hallmark of successful church planting.

[2] The effort should focus on well-defined groups of people (Bakke, 1987; Barrett, 1986; Chaney, 1986; Hurn, 1973, undated pamphlet; McGavran, 1970; McGavran & Arn, 1977; Oster, undated pamphlet; Perry & Perry, 1979; Redford, 1978; Wagner, 1976; Wiseman, 1976). The understanding of the Biblical foundation for church planting begins with Jesus' command to "Go . . . make disciples of all nations." "All nations" is interpreted to mean all people groups. The goal is to "win a nucleus or core of disciples from out of each and every people group on earth" (Barrett, 1986,

p. 23). The target for church planting efforts should be "some neglected segment of the population" (McGavran & Arn, 1977, p. 94).

The argument has also been made that new churches will be successful only as they attempt to minister within one socio-economic group (McGavran & Arn, 1977; Orjala, 1978; Wagner, 1976). People naturally tend to belong to a church made up of people most like them socially and economically (McGavran & Arn, 1977; Orjala, 1978; Wagner, 1976).

[3] New churches should be started in the population centers (Barrett, 1986; Chaney, 1986; Hurn, 1973; McGavran, 1970; Redford, 1978; Wiseman, 1976). McGavran (1970) states the goal of the church is "to plant a host of new churches in the cities" (p. 23). The areas of concentrated population are the most productive places to plant new churches.

[4] Evangelism must be at the heart of every endeavor (McGavran & Arn, 1977; Troutman, 1981; Wagner, 1976). McGavran and Arn (1977) observe: "A church growth definition of evangelism is to proclaim Jesus Christ as God and Savior, to persuade people to become his disciples and responsible members of his church" (p. 51). McGavran and Arn (1977) indicate: "We must structure effective evangelism into every group program" (p. 114). What is "effective evangelism"? McGavran and Arn (1977) write: "To be effective, evangelism must produce results" (p. 60). When "effective evangelism" is taking place, "people will respond to Christ, and the church will grow" (McGavran & Arn, 1977, p. 60).

Some have criticized the emphasis on evangelism in church planting (Troutman, 1981), but the consensus among church growth

experts is that evangelism is essential if church planting is to be successful.

[5] Pragmatism should be stressed (Barrett, 1986; Engle & Norton, 1975; McGavran & Arn, 1977; Tillapaugh, 1982; Wagner, 1976). Pragmatism is an essential ingredient for successful church planting. McGavran and Arn (1977) note:

If our activities are leading men and women to Christ, making them responsible members of his church, and adding new congregations to the Body, then we continue. If what we are doing does not produce these results, then we must either modify or discard our behavior for activity that does. (p. 122)

In summary, an "effectiveness crisis," in which work is being done but no meaningful results are being produced, must never be allowed to exist in a church planting effort (Engle & Norton, 1975, pp. 153-154).

[6] Communication is central (Engle & Norton, 1976; Engle, 1979; Hurn, 1986; McGavran & Arn, 1977; Oster, 1978). The importance of communication in successful church planting is evidenced by the various authors that have identified communication as a factor in church planting. An entire volume has been devoted to the subject of communication as it relates to both existing churches and the beginning of new churches (Oster, 1978). The role of communication in church planting has received considerable attention.

Communication in Church Planting

General Communication Principles. To understand why communication is important to church planting efforts, one must understand what is meant by the term communication. Numerous

definitions of communication from the literature have been reviewed and summarized by two authors (Barnlund, 1968; Dance, 1970).

Concerning the origins of the word "communication," Schramm (1955) writes: "The word 'communication' comes from the Latin communis or 'common.' When we communicate, we are establishing a oneness or commonness with some one or some group of individuals" (p. 3).

Tillman and Kirkpatrick (1968) observe: "All communication can be divided into two broad categories: 1. That which seeks to inform, and 2. that which seeks to motivate or persuade" (p. 112).

A basic Christian communication model has three components: the message, the sender, and the receiver (Seamands, 1988; Webber, 1980). Engle (1979) notes: "Most authorities agree that communication takes place when a message has been transmitted and the intended point is grasped by another" (p. 38).

Eight principles of New Testament communication have been identified (Getz, 1984). The principles of New Testament communication are as follows:

1. Christian communication is a distinctive process, including both human and divine elements.
2. Christian communication should be to all kinds and classes of people.
3. Christian communication should be carefully balanced between a ministry to groups, as well as a ministry to individuals.
4. Effective Christian communication must include an in-depth ministry to a select group, as well as a ministry to the larger group of Christians.
5. For communication to be qualitative, it must get beyond the verbalization [to include visualization and total involvement].
6. In Christian communication, example is foundational to verbalization.
7. Effective Christian communication doesn't just happen--it takes self-sacrifice and hard work.
8. Christians must never get locked into certain patterns

and forms in communication but be free and flexible under the leadership of the Holy Spirit. (Getz, 1984, p. 247)

The notion of levels of communication is discussed in the writings of Dance (1967). The definition of communication offered by Dance (1967) states: "Human communication is the eliciting of a response through verbal symbols" (p. 289). To explain the notion of "human communication," Dance (1967) observes:

When we talk about the communication of a human, we may be referring to all that a human does when he is communicating. However, when we talk about human communication, we are referring to speech communication, because it is speech communication in its essence that distinguishes the aspect of communication that is unique and peculiar to human beings. (p. 290)

Experts in communication generally agree on the following basic points: (1) Whatever else human communication may turn out to be, it is most certainly complex. (2) Human communication is a multidisciplinary area rather than an area existing in isolation from life, social sciences, arts, humanities, or other areas of study in their pure form. (3) Communication in general and human communication in particular is a process (Dance, 1967).

The communication process has been likened to a helix. Communication is constantly moving forward, it is always dependent to some degree upon the past, and it informs the present and the future (Dance, 1967).

As human speech communication progresses, three levels can be observed (Dance, 1967). Level one is intrapersonal speech communication. Dance (1967) explains: "This is the neurophysiological activity. It is also the level upon which an individual talks to himself utilizing the 'significant symbol'" (p. 298).

Level two is interpersonal speech communication. Level two includes most forms of person-to-person speech communicative interaction. Dance (1967) observes: "The face-to-face relationship of level two seems to be the basic relationship of all human speech communication" (p. 298). The media is included in level two communication when it closely resembles dyadic-communication behavior. Dance (1967) explains: "Mechanical and electronic extensions of human speech communication, such as telephone, the radio, and television, have an effectiveness relative to the closeness with which they duplicate the dyadic-communication behavior typical of level two" (p. 298).

The third level of communication consists of person-to-group speech communication. Dance (1967) writes: "People are affected by being with other people when engaging in communicative interaction and events" (p. 299). A group of people will respond to each other as well as to the message they receive from a sender. The interaction of the group, with its accompanying affect on the reception of the message, distinguishes level two interpersonal speech communication from level three person-to-group speech communication (Dance, 1967).

The three levels of communication, outlined above, are additive. Level one influences level two, and levels one and two combine to influence level three (Dance, 1967).

The helix visualizes the manner in which the three levels of communication work in process together. Dance (1967) notes: "The three levels are in process and are informed by their past and shape their future simultaneously" (p. 299).

Communication in Church Planting Literature. To be effective, church planting communication must be rooted in the Biblical message of salvation through Jesus Christ (Engle, 1979; Engle & Norton, 1975; Estep, 1988; Hesselgrave, 1980; Jones, 1978; Redford, 1978; Seamands, 1981; Wagner, 1976). The motivation behind effective church planting communication must always be to find commonness (Schramm, 1955) with other individuals so that the message of Jesus Christ might be received (Seamands, 1981; Webber, 1980).

The receiver's perception of the sender plays an important role in the process of communication (Engle, 1979; Nida, 1960; Seamands, 1981). Nida (1960) observes:

All divine communication is essentially incarnational, for it comes not only in words, but in life. Even if a truth is given only in words, it has no real validity until it has been translated into life. Only then does the Word of life become life to the receptor. The words are in a sense nothing in and of themselves. Even as wisdom is emptiness unless it is lived out in behavior, so the Word is void unless related to experience. In the incarnation of God in Jesus Christ, the Word (expression and revelation of the wisdom of God) became flesh. This same fundamental principle has been followed throughout the history of the church, for God has constantly chosen to use not only words but human beings as well to witness to His grace; not only the message, but the messenger, not only the Bible, but the church. (p. 226; emphasis added)

While the message and the sender are important, the literature places the greatest emphasis on the receiver or audience. Engle (1979) writes: "The audience is sovereign; the message must be adapted to the audience members without sacrifice of biblical fidelity if it is to have relevance" (p. 31).

Effective church planting communication must take into account the culture and language of the audience (Engle, 1979;

Seamands, 1981). Understanding the audience is particularly important in cross-cultural church planting communication (Hesselgrave, 1980; Seamands, 1981). Effective church planting communication requires acceptance of the notion that "communication is a buyer's market" (Tillman & Kirkpatrick, 1968, p. 121).

A model has been developed to clarify the communication steps in church planting and the responses of the receiver (Engle, 1979; Engle & Norton, 1975; Sogaard, 1975). The model was first published by Sogaard and has since undergone revision and refinement (Engle, 1979). It is reproduced here as Figure 1.

The thesis behind the model is that the sender must first ascertain the receiver's location on the scale and then tailor the message accordingly (Engle, 1979). The goal of church planting communication is to bring the receivers from their current location on the negative side of the scale to the positive side of the scale. Numerous case studies have shown that ineffective church planting communication strategies fail to address the audience at the proper location on the scale (Engle, 1979; Seamands, 1981).

It has been suggested by various writers that failure to communicate effectively in church planting situations is a result of inadequate organization. The time it takes to put together an organized communication strategy is time well spent (Barna, 1988).

Organizational work begins with selection of a target area, a section of a city, a town or community, or a specific group of people (Jones, 1978; Redford, 1978). Selection should be based on the highest potential of receptivity to the message (Engle, 1979; McGavran, 1970).

GOD'S ROLE	COMMUNICATOR'S ROLE	MAN'S RESPONSE
General Revelation		- 8 Awareness of Supreme Being
Conviction ↓	Proclamation ↓ Call for Decision ↓	- 7 Some Knowledge of Gospel
		- 6 Knowledge of Fundamentals of Gospel
		- 5 Grasp of Personal Implications of Gospel
		- 4 Positive Attitude Toward Act of Becoming a Christian
		- 3 Problem Recognition and Intention to Act
		- 2 Decision to Act
- 1 Repentance and Faith in Christ	NEW CREATURE	
REGENERATION		
Sanctification ↓	Follow Up ↓ Cultivation ↓	+ 1 Post Decision Evaluation
		+ 2 Incorporation Into Church
		+ 3 Conceptual and Behavioral Growth • Communion With God • Stewardship • Internal Reproduction • External Reproduction
		Eternity

Figure 1. The Complete Decision Process Model Showing the Stages of Spiritual Growth (Engle, 1979, p. 83)

Certain groups of people are more likely to respond to a message from a new church than others (Chaney, 1982; Engle, 1979; McGavran, 1970; Seamands, 1981; Tillapaugh, 1982). The target audience will not only determine the communication strategies employed but will also have a bearing on the type of congregation formed as the result of the church planting effort.

After a target area has been selected, demographic studies should be conducted to increase understanding of the characteristics of the target group (Barna, 1988; Engle, 1979; Estep, 1988; Hunter, 1988; Jones, 1978; Towns, 1985; Vitti, 1987). In addition to demographic studies, test samples should be drawn to confirm predictions (Barna, 1988).

An overall strategy should be developed to address the characteristics and need of the target audience (Barna, 1988). The strategy should have as its goal to determine where the target group is on the Spiritual Decision Process Model (Engle, 1979), and then develop specific communication plans that will move the audience in the desired direction (Barna, 1988; Engle, 1979; Hunter, 1987). Careful planning can avoid costly errors that waste precious finances and impede the progress of the new church (Jones, 1978). Once the plan is in place, steps should be taken to implement the plan and evaluate its effectiveness (Barna, 1988; Engle & Norton,

1988).

Included in the plan, or strategy, for church planting communication will be the selection of various types of media and advertising methods. Interpersonal communication and the mass

media are most often employed in church planting communication (Engle, 1979).

One study of the effectiveness of mass media in planting a new church (Thompson, 1975) arrived at four conclusions: (1) People will come to know more about a denomination that employs mass media to launch a new church. (2) People in the community will come to significant knowledge of the presence of a new church through the use of mass media. (3) Mass media does work in getting information through to an audience. (4) It has been shown that use of mass media alone is not adequate to persuade persons to regularly attend a new church. The media used in this study were television, radio, newspaper, and direct mail.

A book of case studies emphasizes the potential of mass communication in starting new churches (Oster, 1978). One writer has produced case studies which may serve as models for others desiring to use the mass media in opening new churches (Engle, 1979). The latter volume speaks particularly to audiences that are at the -8 to -6 stages (see figure 1) in the Spiritual Decision Process Model (Engle, 1979). Engle (1979) argues that most Christian literature and advertising is focused on persons in the -3 to -1 stages and misses audiences that are -8 to -6. (See Figure 1)

A list of four communication strategies has been outlined for marketing a church (Barna, 1988):

[1] Personal invitation. One person tells another person the message about the new church. Webber (1980) writes: "Our concern for Christian architecture, music, art, and literature dare not replace the significance of personal witness to the power of

Christ" (p. 192). The personal invitation may be most effective when working through established social networks, such as family, friends, and work associates (Hunter, 1987).

[2] Media ministry. Included in the category of media ministry are television, radio, and newspaper. Barna (1988) contends that a media ministry results in an insufficient return for the investment. Others have argued that the mass media can be very effective when realistic goals have been set and proper methods are employed (Engle, 1979; Oster, 1978).

[3] Telemarketing. Telemarketing is a relatively new church planting communication strategy. The concept is that when a large enough number of telephone calls inviting people to the new church has been made, a given percentage will respond (Barna, 1988). This method has been criticized because there is no relationship established between the caller and the receiver prior to the call (Barna, 1988). The problem relates back to what was discussed earlier in that the receiver's perception of the sender is equally important to the message (Engle, 1979; Nida, 1960; Seamands, 1981).

[4] Direct mail. Barna's (1988) position is that direct mail is very effective when the materials are professionally prepared and printed. This position is supported by others that have addressed direct mail in their writings (Oster, 1978; Vitti, 1987).

Tillman and Kirkpatrick (1968) summarize the relationship between advertising and communication: "Advertising is the mass communication of a promise. It promises the satisfaction or gratification of some want" (p. 191). Tillman and Kirkpatrick (1968) further explain:

Advertising is commercial communication in that media charge the advertiser for transmitting his ads. Advertising is speedy communication; advertisers can reach large numbers of buyers in a very short time. Advertising is identified by buyers as promotional communication in the sense that the buyers to whom it is directed know immediately that a seller wants to influence buyer's buying actions. Finally, advertising is sponsored communication because the seller signs his name (company name, brand name, or both) to his advertising messages. (pp. 191-192)

The practical aspects of church planting have been addressed. Step-by-step instructions for church planting have been written (Estep, 1988; Hurn, undated pamphlet; Jones, 1978; Redford, 1978; Towns, 1985). Publications address communication strategies as a part of the total plan for starting new churches. One author even goes so far as to detail what types of equipment and materials should be used in printing announcements of a new church (Towns, 1985).

The most complete work giving concise instructions for employing various media is written as a practical manual to get the most out of communication (Vitti, 1987). Two general divisions are found in Vitti's (1987) book: setting goals for communication and effective use of printed media. The main focus is on direct mail brochures, newsletters, and flyers.

How can communication be most effective? Tillman and Kirkpatrick (1968) note that marketing messages must get the attention of the audience to be effective. Tillman and Kirkpatrick (1968) suggest three important aspects to attention getting: (1) Availability. That is, the message must be available in the receiver's perceptual field. If a message is neither seen nor heard by an audience, it has not been made available to them. (2) Relation

to self-concepts. Tillman and Kirkpatrick (1968) write: "Given equal availability of messages, consumers will most likely be attracted by cues and messages which they perceive will protect, enhance, or threaten their self-concepts" (p. 122). Examples given include insomnia, hay fever, or psoriasis, any of which are of concern to the self-concept of receivers afflicted with these ailments (Tillman & Kirkpatrick, 1968). (3) Contrast. This term is given to mean that the message must in some way stand out in contrast to all other messages around it (Tillman & Kirkpatrick, 1968). Suggestions for accomplishing contrast include difference of intensity such as loud-soft or bright-dark and contrast of motion such as a moving display or orally varying the pace of delivery (Tillman & Kirkpatrick, 1968).

Gaining the attention of the audience is also a two-step process: "Obtaining attention is a two-step process: 1. attracting attention to the physical aspects of the message, and 2. attracting attention to the content of the message" (Halley, 1985, p. 164).

To develop an effective communication strategy, three deceptively simple questions must be answered (Haley, 1985):

- (1) Against whom are you competing? (2) What should you say?
- (3) To Whom should you say it?

The case history of one church was described in an article which discussed marketing and communication in church planting (Warnock, 1989a). The author discussed the need for demographic information as a means of understanding the target audience (Warnock, 1989a). The article also gave case history examples of using coupon packs, door-to-door invitations, and various opportunities for free media exposure (Warnock, 1989a). The largest

portion of the article was devoted to a discussion of telemarketing for church planting. Warnock (1989a) summarized his experience:

Although we were disappointed with the immediate results, we did have a mailing list of over five-hundred interested and unchurched families. And, in addition, we had phoned almost every home within three miles of the church. The word was getting out. (p. 101)

Long term benefits from the telemarketing project are still being felt in the church (Warnock, 1989a). The concluding point of the article was that marketing communication in church planting is a "marathon, not a sprint" (Warnock, 1989a, p. 101). Those looking for immediate results will be disappointed, but continued efforts to communicate with the community will cause a church to grow (Warnock, 1989a).

A separate article by Warnock (1989b) presents seven maxims of church marketing: (1) lower your expectations, (2) raise your budget, (3) schedule your efforts, (4) consider the image you want to project, (5) emphasize benefits, not just features, (6) use a variety of media, and (7) measure your results.

The Church of the Nazarene has produced a Church Starter's Kit which includes a book (Hurn, 1986) and a packet of various resource materials for persons launching a new church. The book details instructions for preparation of effective print media as well as suggestions for interpersonal communication with influential community leaders who have potential for aiding the start of a new church.

Three issues emerge from the discussion of church planting communication literature. First, the philosophy of communication, that is, what communication is, why we need to communicate, and

how communication takes place, is frequently a subject in the literature. The second issue concerns organizational aspects of communication, such as research, planning, marketing, and selection of media. The third issue is church planting communication literature is practical in nature and gives step-by-step instructions for employing various types of media.

Although the literature addresses communication issues relating to church planting, no concise statement has been found which singularly addresses itself to those strategies which have been found to be most effective in a successful church planting effort. The production of such a concise statement will enable future church planters to evaluate various communication strategies and to provide empirical evidence to accept or reject the findings of this paper. The goal of this thesis is to determine what communication strategies have been used in successful church planting projects in the Church of the Nazarene. Success in this endeavor will provide guidelines for future church planting projects.

CHAPTER III

METHODOLOGY

The purpose of this study was to have successful church planters identify and prioritize common communication strategies needed in church planting efforts. The common communication strategies identified and prioritized were developed from a consensus of experts with a prior history of successful church planting. This chapter explains the method of data collection and its analysis and it is divided into the following sections: (1) Type of Research, (2) Population, (3) Instrumentation, (4) Data Collection, and (5) Analysis of the Data.

Type of Research

This descriptive study consisted of the acquisition of information using the Delphi Technique designed by Delbecq, Van de Ven, and Gustafson (1975). The purpose of the Delphi Technique was to "obtain a consensus of opinion from a group of respondents" (Salancik, Wenger, & Helfer, 1971, p. 65). It used written responses rather than bringing together individuals for brainstorming and consensus (Delbecq, et al., 1975).

Thirty-five pastors, all with prior histories of successful church planting, were chosen for this study. These pastors were asked to identify the common communication strategies used in

successful church planting. The study then polled the pastors asking them to make value judgments about the strategies identified by the group. The study used three mailed questionnaires.

Population

The respondent population was elected by a Nominating Committee. The Nominating Committee was composed of church administrators and educators with experience in leading others to plant churches. (See Appendix A) The committee included the six General Superintendents of the Church of the Nazarene, 25 district superintendents, four executives from the Headquarters of the Church of the Nazarene, four college/seminary educators, and two district church planting coordinators. The members of the Nominating Committee were selected on the basis of four factors: (1) The members of the committee had publications which gave them high visibility as leaders in the field of church planting; (2) the members of the committee attended and participated in professional associations with an emphasis on church planting; (3) the members of the committee had made speeches at conferences on the subject of church planting; and (4) each member of the committee received confirmation by the head of the Division of Church Growth, Church of the Nazarene, whose department is responsible for initiating and supervising church planting efforts.

The Nominating Committee received a letter which outlined the research project and solicited their nominations. As in the case of all mailings requiring a response in this project, a stamped self-addressed envelope was included to encourage participation. A copy

of the letter sent to the Nominating Committee is included as Appendix B.

The task of the committee was to nominate pastors who, in their opinion, had exhibited the most success in leading a church-planting project. The Nominating Committee was also instructed to select only those pastors with church planting experience within the past 20 years so that reasonably current methods of communication could be evaluated.

A total of 83 names were submitted by the Nominating Committee. A total of 35 pastors agreed to participate in the study and complete the entire project. (See Appendix C) The pastors currently reside in 15 different states, although it should not be assumed that they planted a church where they are currently living. This researcher is personally acquainted with several of the pastors involved in the study who did not plant a church where they are currently living.

Nominated pastors were sent a letter which explained the project and asked for their participation. The first of three questionnaires was enclosed with the letter. (See Appendix D) Agreement to participate was indicated on the questionnaire in addition to the questions relating to the generation of material for the study.

Instrumentation

Information for the study was generated using the Delphi Technique designed by Dalkey and Helmer (1963) and revised by Delbecq et al. (1975). The Delphi was first developed by Dalkey and

Helmer (1963) at the Rand Corporation to obtain information for forecasting Soviet bomb damage for the United States Air Force. In addition to forecasting, the Delphi has been used for consensus building, generation of information, and opinion gathering.

The value of the Delphi Technique is that it is more than "opinion technology" (Dalkey & Helmer, 1963, p. 9). The technique is a way of "merging the diverse set of perspectives into one aggregated group point of view" (Dalkey & Helmer, 1963, p. 9). The Delphi Technique is an approach intended to refine the opinions of experts without bringing them face-to-face. Similar in design to the Nominal Group Technique of brainstorming ideas among groups of experts who are together in a face-to-face environment, the Delphi Technique uses a minimum of three questionnaires to elaborate on and refine ideas.

According to Key (1974), the Delphi Technique has several distinct advantages, among which are the quick generation of ideas from experts who are not able to get together, the avoidance of in-person conflict, and savings in time and money. Dalkey and Helmer (1963) list three advantages to the Delphi Technique: (1) anonymity, which reduces the influence of dominant individuals, (2) controlled feedback, which uses questionnaires in a sequence to communicate and clarify issues, and (3) statistical group response, which defines the group as a single body and leads to a final consensus of ideas. It is a way to create a unified group point of view from the diverse perspectives of the individual members (Dalkey & Helmer, 1963).

This study employed the three-probe Delphi Technique to conduct the research. Three separate questionnaires were mailed to

pastors who had a prior history of success in a church planting effort.

The first probe asked the broad question, "What are the most effective communication strategies for starting a new church?" The pastors were asked to identify effective strategies and give a brief description of each.

The second mailing was a questionnaire which asked the panel to rank the 10 most important strategies generated by the first round. Comments or additions to the list of communication strategies were welcomed.

The third round asked the panel to comment on, agree/disagree with, and prioritize a final list of 10 strategies considered to be most effective in church planting.

Data Collection

Each questionnaire, along with a cover letter explaining the round, was mailed to each of the 35 panel members. The sample size of 35 was above the minimum range of 15-30 recommended by Delbecq, et al. (1975). All three questionnaires requested participants to give their name and address for identification purposes. The second and third questionnaires each had a code number assigned so that late returns and lost questionnaires could be identified and appropriate follow-up procedures taken. The panelists were each asked to respond on the questionnaire in writing and to return the questionnaire within one week. Those who did not respond within that time frame were contacted by postcard as a reminder. Follow-up telephone calls were made to those not responding to the

postcard. The names and identity of pastors on the panel were kept anonymous. Pastors were sent self-addressed, stamped envelopes for returning responses.

Each of the nominated pastors received a letter asking for their participation. (See Appendix D) The letter included the first questionnaire. The pastors were asked to indicate their willingness to participate in the study and to complete the first questionnaire. The letters were personally addressed to each pastor and individually typed.

The first letter to the pastors included several components. The method of their selection, the nature of the project, the deadlines, and the gist of what they would be asked to do was carefully explained. The instruction sheet stated that basic instructions for completing the questionnaire and repeated the deadline for return. Both the letter and the questionnaire emphasized that participants could contact the researcher if they had questions and several did. The questionnaire's instructions read as follows:

A key element in successful church planting is communication. Various communication methods (strategies) have been employed by pastors starting new congregations. From your experience, please identify the methods you consider most effective in the start of a new church.

Please list effective communication strategies below and give brief description. Please be clear and concise.
(See Appendix D)

The names and addresses of participating pastors was requested at the bottom of the questionnaire. The names and addresses assisted in keeping the mailing list current.

Questionnaires were mailed on March 6, 1989. The letter requested that the questionnaires be returned no later than March 15, 1989.

The returned questionnaires were collected and held until all could be evaluated at one time. Telephone calls were made to three pastors to remind them to send in their questionnaires.

All responses were tabulated onto large sheets of paper. Similar statements were reduced to one general statement. A total of 23 communication strategies were identified by the pastors. A committee of persons uninvolved in the study was consulted regarding the evaluation of the responses to insure objectivity. (See Appendix E)

The next step in the study was to mail the second questionnaire. (See Appendix F) The mailing included a cover letter which thanked the participants for their input, reviewed the purpose and goals of the project, and restated the time schedule for returning the next survey. A separate instruction sheet re-emphasized the instructions and the return deadline, and included the name and address of the researcher should clarification be needed. The instructions for questionnaire number two were as follows:

Please review each of the following items identified in Survey #1 as the most effective communication methods (strategies) in the start of a new church. If you wish to add comments expressing agreement, disagreement, or clarification concerning the item, please do so in the space provided. Also, feel free to add items. Finally, please rank order the ten most effective items as you perceive them at this time. (See Appendix F)

As before, the returned questionnaires were held for evaluation until all came in. Six questionnaires were returned

unusable because instructions were not followed. Six were returned late. A postcard was sent to all participants explaining that the third questionnaire was delayed due to late returns and that it would be sent as soon as possible. Postcards and telephone calls were used to remind the late participants to get their responses in the mail. Eventually, all 35 participants responded.

The responses from the second questionnaire were tabulated, evaluated, and confirmed by an outside committee. The responses were then added to the original list of communication strategies and prepared for questionnaire number three.

Questionnaire number three was mailed on June 9, 1989, with a return deadline of June 19, 1989. (See Appendix G) A cover letter which reviewed the project, thanked the participants, and outlined instructions was included in the mailing. The return deadline was emphasized and a more complete set of instructions was enclosed in an effort to get usable questionnaires returned quickly. An instruction sheet also emphasized the return deadline and instructions. Instructions for the final questionnaire were as follows:

Please review each of the following items noting preliminary vote results and summary of earlier comments. Feel free to add comments expressing agreement, disagreement, or clarification concerning items. Finally, please choose only the ten (10) most effective items as you perceive them at this time and rank order them. Assign a value of "10" to the most important, "9" to the next most important, and so on, until the tenth item (the least important of the ten) is assigned a value of "1." Remember to return your survey before June 19 if at all possible. (See Appendix G)

All 35 participants returned the third questionnaire and only one was unusable. Three questionnaires were lost in the mail and

so a second copy was sent to each of the three participants who then returned them.

The third questionnaire responses were tabulated, evaluated, and confirmed by an outside committee. The final results have been reported to the participants and form the basis for the Results and Conclusions sections of this thesis.

Analysis of Data

Questionnaire I

The first questionnaire generated various responses from the participating pastors. Responses came in the form of communication strategies identified as effective in church planting projects. Pastors included comments for some, but not all, of the strategies identified.

A table showing all the items generated by the first questionnaires was developed. The table listed the items exactly as they had been submitted by the participating pastors.

The items on the table were then reviewed. Based on the comments accompanying the items, duplicates and similar ideas were combined. The items were then listed with a brief descriptive statement. A total of 23 items was placed on sheets of paper along with their descriptions. A review panel of persons not involved in the study reviewed the reduced list of 23 items and, based on the table showing all items, approved the accuracy of the list. The reduced list of 23 items became the material for consideration on the second questionnaire.

Questionnaire II

Responses to the second questionnaire were collected and tabulated. Each item was listed on a piece of paper. The number of persons voting for an item was counted. The rank order of each item was tabulated. The result was a table showing the total number of persons voting and the number of vote points received. The number of vote points were tallied. A table showing the ten items receiving the most votes was developed for the purpose of comparison with the third questionnaire.

A table was also developed to show each item and the comments generated for the various items. Comments were summarized. A review panel was consulted to ensure the objectivity and accuracy of the summarized comments. The vote totals and summary of comments provided the material for consideration on the third and final questionnaire.

Questionnaire III

The information generated by the third and final questionnaire was evaluated similarly to the second questionnaire. A table was developed showing the individual items, the number of pastors voting for each item, a description of the items, the preliminary vote (taken from the second questionnaire), and the final vote. A comparison between preliminary and final votes revealed items which declined or increased in the number of vote points received.

A second table showed the individual votes on each item, the number of participants voting, and the total vote. A third table was developed to show the top ten items for total number of pastors voting for a particular item. The fourth table showed the top ten items for total number of vote points received. The analysis of data provided the basis upon which conclusions were drawn from the study.

CHAPTER IV

RESULTS

Overview

The data gathered from each of the three questionnaires is reported in this chapter. The chapter is organized around the three research questions which provide the driving force for the study. Each of the three Delphi questionnaires is discussed. The items generated, the priority of the items, and relationships to the three levels of communication (Dance, 1967) are shown.

Research Question 1: What Critical Communication Strategies did the Church Planters Identify?

A total of 35 pastors responded to the first questionnaire and agreed to participate in the study. The questionnaire asked them to "list effective communication strategies below and give a brief description."

Twenty-nine surveys were usable and six were unusable. The usable questionnaires produced a total of 124 items. When duplicates were eliminated, 23 items remained. The list of 23 items is presented as Table I. The items are listed below with a brief description gleaned from pastors' remarks on Questionnaire One.

TABLE I
CRITICAL COMMUNICATION STRATEGIES
IDENTIFIED BY CHURCH PLANTERS
ON QUESTIONNAIRE ONE

A SYNOPSIS OF DELPHI RESPONSES (23 factors)

1. Incorporate new church unit into program of a mother church.
 2. Use children's programs to attract new people.
 3. Meeting community social needs.
 4. Use newspaper to attract new people.
 5. Place posters in store windows.
 6. Use radio to attract new people.
 7. Use television to attract new people.
 8. Facilities must have high visibility.
 9. Worship services for new congregations are important.
 10. Talk to people.
 11. Hold small group meetings.
 12. Conduct outdoor public meetings.
 13. Literature distribution is useful.
 14. Use various mailings.
 15. Use the telephone to reach people.
 16. Plan high visibility events for the community.
 17. Organize a youth (teen) program.
 18. Pastor must have personal spiritual life.
 19. Plan social gatherings for church members to invite their friends.
 20. Distribute information and location sheet.
 21. Talk with district superintendent and home mission board.
 22. Have regular meetings between church planter and sponsor pastor.
 23. Place information in the telephone book.
-

[1] Incorporate new church unit into program of a mother church and communicate with existing members. The idea here is that an established church would be responsible for starting (or "mothering") a new church. Communication that would inform the mother church of events and happenings in the new church is considered important as a means of generating continued support for the new work. Persons in the mother church who learn what is going on in the new church may be encouraged to give their support in finances or resources, or to begin attending the new church.

[2] Use children's programs to attract new people. Specific programs mentioned in the surveys included Vacation Bible Schools, Backyard Bible Clubs, park programs, and Caravans (a Nazarene scouting program for boys and girls). Children will naturally talk with their friends about a fun and interesting program. The conversations between children will lead to an invitation for other children to participate. As the children become involved in the activities of the church, it is believed that parents will become interested in the church as well. Work-of-mouth communication by children is the focus of this item.

[3] Meeting community social needs. As new churches offer food/clothing banks, conduct jail worship services, and visit in the hospitals and at funeral homes, people in the community will become aware of the presence and caring of a new congregation. People with social needs are often in crisis and are more receptive to the invitation of a church that offers them help.

[4] Use newspaper to attract new people. Pastors mentioned writing stories for the newspaper that would tell about church activities and events. Announcing the start of the new church and announcing special church events is seen as a way of attracting attention to the church, building a positive image in the community, and inviting people to attend the services. Paid advertising is also a means of announcing church activities and inviting people to attend.

[5] Place posters in store windows. Posters which advertise the start of a new church or tell about special events are seen as a way of getting people to attend the church.

[6] Use radio to attract new people. Similar to using the newspaper, radio stories of church activities and paid radio advertising can inform the public and persuade them to attend. Another use of radio is paid programming. The church might buy specific time slots on a regular basis for a program sponsored by the church.

[7] Use television to attract new people. The pastors who mentioned this item primarily suggested paid advertising, although public service announcements were also mentioned.

[8] Facilities must have high visibility. Attractive and prominent outdoor signs, road signs, and billboards bring attention to the new church. Several pastors also said that the worship space must be located in a highly visible, high-traffic location. The visible presence of the church is considered important in attracting attention to the existence of a new church.

[9] Worship services for new congregations are important. Respondents mentioned important features such as an evangelistic

and enthusiastic style, good music, etc. An attractive and meaningful public service will cause people to come a second time and/or to invite others to attend with them.

[10] Talk to people. Many ideas which related to talking with people were given. Ideas included word-of-mouth advertising, door-to-door visitation, networking, pastoral calls, personal evangelism/follow-up calls, interviewing persons in the community, talking with work associates, and joining a clergy association.

[11] Hold small group meetings. Communication in Bible studies, special interest groups, prayer meetings, leadership training, and Sunday school were all mentioned. Small group communication is seen as a valuable strategy in building a new congregation.

[12] Conduct outdoor public meetings. Suggestions for this item included street services and outdoor concerts. The goal is to attract people as they pass by the event and use the opportunity to invite them to attend the new church.

[13] Literature distribution is useful. Brochures, fliers, handbills, and tracts were all mentioned by pastors who consider literature distribution to be an effective communication strategy. Information about the new church, the pastor, and the services of the church are one style of literature. Another style contains a spiritual message calling for a spiritual decision, such as is common in most tracts. A third style of literature contains information and an invitation to attend a special event or service.

[14] Use various mailings. Pastors described mass mailing newsletters, brochures, and fliers to people in the community. Also

mentioned were letters of welcome to newcomers in the community, a letter to introduce the community to the church, and/or personal notes from the pastor sent to individuals in the community.

[15] Use the telephone to reach people. Telemarketing, and specifically a program called "The Phone's For You!", is a tool that some pastors have used to launch a new church. Other uses of the phone include personal phone contacts, phone surveys of the community, and pastoral visits by phone.

[16] Plan high visibility events for the community. Suggestions for this item included forming a community choir that meets at the church, inviting community officials to attend special services, conducting community worship services on Good Friday and Thanksgiving. Other ideas included participation in the PTA, entering a float in local parades, and honoring local citizens.

[17] Organize a youth (teen) program. Pastors suggested securing the use of a gymnasium or some other recreational facility and encouraging teens to invite their friends. Similar to children's programs, word-of-mouth communication is employed in this strategy.

[18] Pastor must have personal spiritual life. A strong devotional life, prayer, and the inner call of God are necessary to the success of a church-planting endeavor. Those who mentioned this item rated it very highly.

[19] Plan social gatherings for church members to invite their friends. Communication between church members and their friends is facilitated when an attractive social gathering is planned.

The event provides an opportunity to invite new people to join the group as well as giving a chance for those new people to become acquainted with other people from the church. Social gatherings are another opportunity for word-of-mouth communication.

[20] Distribute information and location sheet. A sheet containing information about the church and its location can be delivered to local businesses, such as service stations, where people might seek information. The sheet can also be included in a packet of materials for new people moving into the area and delivered by a community organization such as Welcome Wagon.

[21] Talk with district superintendent and home mission board. The purpose of these conversations is to inform district leadership of plans, progress, and needs. A good flow of information throughout the organization provides resources and support for the new church.

[22] Have regular meetings between church planter and sponsor pastor. Pastors naming this item said that a weekly meeting to discuss the work of the new church and other issues of concern was most important. Problems were solved, needs were met, and moral support was freely provided.

[23] Place information in the telephone book. A business telephone listing in the Yellow Pages as well as display advertising is viewed as an effective communication tool. Display advertisements can show the location of the church, the pastor's name and home phone number, as well as times of services. New persons in a community with a prior affiliation with the same denomination will be likely to look in the Yellow Pages for the

nearest church. A new church listed in the Yellow Pages is likely to be noticed by newcomers and cause some of them to attend.

**Research Question 2: What Rank or Value
did the Church Planters Assign to the
Critical Factors they Identified?**

The instructions for the second questionnaire were as follows:

Please review each of the following items identified in Survey #1 as the most effective communication methods (strategies) in the start of a new church. If you wish to add comments expressing agreement, disagreement, or clarification concerning the item, please do so in the space provided. Also feel free to add items. Finally, please rank order the ten most effective items as you perceive them at this time. (See Appendix F)

The results of questionnaire number two are shown in Table II. The preliminary vote resulted in a rank order of the top ten items. The items are listed in Table III, from the one receiving the most votes down to the one in tenth position which received the fewest votes.

The preliminary vote began the process of assigning a rank or value to the critical factors identified by the pastors. The comments from the second survey were used to build the third survey.

The third questionnaire contained the items on questionnaire number two plus a summary of the comments recorded on questionnaire number two. Instructions for the third and final questionnaire were as follows:

Please review each of the following items noting preliminary vote results and summary of early comments. Feel free to add comments expressing agreement, disagreement, or clarification concerning

TABLE II
TALLY SHEET FOR QUESTIONNAIRE TWO
RANKINGS

ITEM	NUMBER VOTING	TOTAL VOTE
1. Incorporate new church unit into program of a mother church.	7	40
2. Use children's programs to attract new people.	24	122
3. Meeting community social needs.	15	57
4. Use newspaper to attract new people.	11	52
5. Place posters in store windows.	3	7
6. Use radio to attract new people.	4	24
7. Use television to attract new people.	1	5
8. Facilities must have high visibility.	14	83
9. Worship services for new congregations are important.	28	179
10. Talk to people.	28	176
11. Hold small group meetings.	24	148
12. Conduct outdoor public meetings.	3	9
13. Literature distribution is useful.	6	31
14. Use various mailings.	14	72
15. Use the telephone to reach people.	12	69
16. Plan high visibility events for the community.	9	32
17. Organize a youth (teen) program.	13	48
18. Pastor must have personal spiritual life.	23	190
19. Plan social gatherings for church members to invite their friends.	22	119
20. Distribute information and location sheet.	4	21
21. Talk with district superintendent and home mission board.	9	49
22. Have regular meetings between church planter and sponsor pastor.	7	29
23. Place information in the telephone book.	10	39

TABLE III
PRELIMINARY RANK ORDER RESULTS
OF QUESTIONNAIRE TWO

ITEM	RANK	NUMBER VOTING	TOTAL VOTE
18. Pastor must have personal spiritual life.	1	23	190
9. Worship services for new congregations are important.	2	28	179
10. Talk to people.	3	28	176
11. Hold small group meetings.	4	24	148
2. Use children's programs to attract new people.	5	24	122
19. Plan social gatherings for church members to invite their friends.	6	22	119
8. Facilities must have high visibility.	7	14	83
14. Use various mailings.	8	14	72
15. Use the telephone to reach people.	9	12	69
3. Meeting community social needs.	10	15	57

items. Finally, please choose only the ten (10) most effective items as you perceive them at this time and rank order them. Assign a value of "10" to the most important, "9" to the next most important, and so on, until the tenth item (the least important of the ten) is assigned a value of "1." (See Appendix G)

Questionnaire number three produced 34 usable responses and one unusable response. All 35 participants responded. Table IV shows a description of items and compares preliminary and final vote tallies.

A study of Table IV reveals that 11 items received fewer votes on Questionnaire Three than on Questionnaire Two. Those items

TABLE IV
COMPARISON OF PRELIMINARY
AND FINAL VOTE TALLIES

ITEM	PRELIMINARY VOTE	FINAL VOTE
1. Incorporate new church unit into program of a mother church.	40	6
2. Use children's programs to attract new people.	122	162
3. Meeting community social needs.	57	46
4. Use newspaper to attract new people.	52	42
5. Place posters in store windows.	7	0
6. Use radio to attract new people.	24	5
7. Use television to attract new people.	5	0
8. Facilities must have high visibility.	83	131
9. Worship services for new congregations are important.	179	270
10. Talk to people.	176	247
11. Hold small group meetings.	148	203
12. Conduct outdoor public meetings.	9	1
13. Literature distribution is useful.	31	35
14. Use various mailings.	72	99
15. Use the telephone to reach people.	69	53
16. Plan high visibility events for the community.	32	46
17. Organize a youth (teen) program.	48	64
18. Pastor must have personal spiritual life.	190	208
19. Plan social gatherings for church members to invite their friends.	119	150
20. Distribute information and location sheet.	21	27
21. Talk with district superintendent and home mission board.	49	10
22. Have regular meetings between church planter and sponsor pastor.	29	24
23. Place information in the telephone book.	39	34

are: 1, 3, 4, 5, 6, 7, 12, 15, 21, 22, and 23. All other items showed an increase in the number of points received. The items with the five highest increases, in descending order, were: 9 (+91), 10 (+71), 11 (+55), 8 (+48), and 2 (+40).

Table V shows the individual voting pattern for each item. The table shows the number of pastors voting, each individual vote, and the total number of points for each item.

Table VI is useful for seeing the final rank order of items according to total number of points received. Standard procedure for a Delphi (Delbecq, et al., 1975) study is to list the 10 most highly rated by participants.

Examination of Table VI reveals that all of the usable questionnaires voted for item 9, worship services for new congregation are important. Comparison of this item with the information in Table IV shows that worship services received the second highest number of points in the preliminary vote and moved to the top position in the final vote. Item 10, talk to people, moved from the third position on Questionnaire Two to the second position on the final vote, with 32 pastors voting for it. Item 18, pastor must have personal spiritual life, dropped from the first position on Questionnaire Two to the third position in Questionnaire Three, with 23 voters. Item 11, hold small group meetings, held at position four on both questionnaires and finished with 33 voters. Fifth position remained the same for item 2, use children's programs to attract new people. Item 2 had 32 voters on the final questionnaire. In the second five positions, items 19, 8, and 14 held their respective positions. Item 17, organize a youth (teen) program, on the last

TABLE V
INDIVIDUAL VOTING PATTERN
FOR FINAL VOTE

ITEM	TOTAL
1. Incorporate new church unit into program of a mother church. NUMBER VOTING: 1 INDIVIDUAL VOTES: 6	6
2. Use children's programs to attract new people. NUMBER VOTING: 32 INDIVIDUAL VOTES: 4 4 1 4 6 2 2 6 6 9 6 7 10 4 5 5 2 7 4 7 5 4 4 3 10 7 8 1 4 6 4 5	162
3. Meeting community social needs. NUMBER VOTING: 11 INDIVIDUAL VOTES: 3 6 2 4 3 9 1 2 3 4 9	46
4. Use newspaper to attract new people. NUMBER VOTING: 12 INDIVIDUAL VOTES: 3 1 8 8 3 5 3 2 1 2 3 3	42
5. Place posters in store windows. NUMBER VOTING: 0	0
6. Use radio to attract new people. NUMBER VOTING: 2 INDIVIDUAL VOTES: 2 3	5
7. Use television to attract new people. NUMBER VOTING: 0	0
8. Facilities must have high visibility. NUMBER VOTING: 27 INDIVIDUAL VOTES: 6 7 5 2 5 8 2 7 5 5 5 2 7 4 5 5 1 4 2 5 2 4 4 7 8 8 6	131
9. Worship services for new congregations are important. NUMBER VOTING: 34 INDIVIDUAL VOTES: 7 8 8 8 10 9 9 9 6 9 9 10 8 6 9 6 6 10 9 7 8 9 10 6 7 10 1 9 7 9 8 9 5 9	270
10. Talk to people. NUMBER VOTING: 32 INDIVIDUAL VOTES: 10 9 4 6 9 7 5 4 10 8 10 9 9 7 8 9 9 8 8 9 10 5 10 1 9 3 10 9 8 9 7 8	247

TABLE V (continued)

ITEM	TOTAL
11. Hold small group meetings. NUMBER VOTING: 33 INDIVIDUAL VOTES: 9 5 9 5 8 6 4 5 1 5 8 2 6 1 6 5 8 9 10 5 6 8 9 5 8 8 4 7 6 6 6 6 7	203
12. Conduct outdoor public meetings. NUMBER VOTING: 1 INDIVIDUAL VOTES: 1	1
13. Literature distribution is useful. NUMBER VOTING: 10 INDIVIDUAL VOTES: 1 7 1 3 6 3 1 2 4 7	35
14. Use various mailings. NUMBER VOTING: 22 INDIVIDUAL VOTES: 6 2 7 3 7 8 2 2 1 3 8 4 8 3 4 4 8 5 7 3 1 3	99
15. Use the telephone to reach people. NUMBER VOTING: 13 INDIVIDUAL VOTES: 1 2 6 9 3 3 1 9 3 1 3 5 7	53
16. Plan high visibility events for the community. NUMBER VOTING: 14 INDIVIDUAL VOTES: 2 1 5 2 6 4 1 1 6 2 3 1 10 2	46
17. Organize a youth (teen) program. NUMBER VOTING: 15 INDIVIDUAL VOTES: 3 7 3 3 6 2 2 5 8 1 9 1 3 3 9	64
18. Pastor must have personal spiritual life. NUMBER VOTING: 23 INDIVIDUAL VOTES: 10 10 10 10 10 8 10 8 10 10 10 10 10 8 10 4 10 10 10 10 10	208
19. Plan social gatherings for church members to invite their friends. NUMBER VOTING: 29 INDIVIDUAL VOTES: 4 4 1 3 7 4 4 6 6 5 5 7 7 4 3 5 4 7 7 7 6 7 7 7 8 6 5 2 2	150
20. Distribute information and location sheet. NUMBER VOTING: 8 INDIVIDUAL VOTES: 3 1 3 2 7 4 2 5	27
21. Talk with district superintendent and home mission board. NUMBER VOTING: 6 INDIVIDUAL VOTES: 2 1 2 2 1 2	10

TABLE V (continued)

ITEM		TOTAL
22.	Have regular meetings between church planter and sponsor pastor. NUMBER VOTING: 5 INDIVIDUAL VOTES: 8 5 2 4 5	24
23.	Place information in the telephone book. NUMBER VOTING: 12 INDIVIDUAL VOTES: 3 1 1 1 2 3 9 1 3 1 4 5	34

TABLE VI**FINAL RANK ORDER RESULTS OF
QUESTIONNAIRE THREE**

ITEM	RANK	NUMBER VOTING	TOTAL VOTE
9.	1	34	270
10.	2	23	247
18.	3	23	208
11.	4	33	203
2.	5	32	162
19.	6	29	150
8.	7	27	131
14.	8	22	99
17.	9	15	64
15.	10	13	53

questionnaire moved into the top 10 in the number nine position. Rounding out the top ten was item 15, use the telephone to reach people. Item 15 dropped one position in the final questionnaire.

A different rank order emerges when items are placed in order of total number of pastors voting for a particular item. Rank order by number of voters is shown in Table VII.

TABLE VII
FINAL RANK ORDER RESULTS
BY NUMBER OF VOTERS

ITEM	RANK	NUMBER VOTING	TOTAL VOTE
9. Worship services for new congregations are important.	1	34	270
11. Hold small group meetings.	2	33	203
10. Talk to people.	3	32	247
2. Use children's programs to attract new people.	4	32	162
19. Plan social gatherings for church members to invite their friends.	5	29	150
8. Facilities must have high visibility.	6	27	131
18. Pastor must have personal spiritual life.	7	23	208
14. Use various mailings.	8	22	99
17. Organize a youth (teen) program.	9	15	64
16. Plan high visibility events for the community.	10	14	46

Item 9 had 34 voters and is in the top position. Other items in descending order of voters were as follows: Item 11 had 33 voters; items 2 and 10 had 32 voters; item 19 had 29 voters; item 8 had 27 voters; item 18 had 23 voters; item 14 had 22 voters; item 17 had 15 voters; and item 16 had 14 voters.

Comments written on the third questionnaire were few. One person said that item 1, incorporate new church into program of mother church, had a tendency to draw people away from the mother church. Three pastors commented on item 2, saying that children's programs must be more than bussing children to church, but that the program was responsible for up to 70% of current attenders and was very popular with people of certain religious backgrounds.

One pastor said that many people had visited his church because they saw a sign, which refers to item 8. Comments on item 9 confirmed previous comments and added that worship services establish a sense of permanence for the new congregation. Small group meetings, item 11, was mentioned as an effective means for getting into homes to discuss spiritual matters. Another pastor said that small group meetings should start before having any formal worship services and then continue on a permanent basis.

The weekly newsletter, item 14, is considered by one pastor to be a very effective means to maintain contact with people. The telephone, item 15, is a good way to follow-up people who attend the church. It was suggested that a Vacation Bible School fits well into item 16, perhaps combining items 16 and 2. One participant said that high visibility events for the community must have right

timing in order to be effective. Teens involved in a program, item 17, must be challenged to evangelize.

Item 18 had comments which reiterated those already given on the second questionnaire. The pastor's spiritual life was either rated very highly or tended not to be rated at all. For some, the pastor's spiritual life was taken as a given prerequisite for church planting success.

The value of item 19, planning social gatherings for the church, is that they provide a "whole" ministry to the church. One pastor said that he would have liked to talk regularly with his district superintendent and the district leaders, item 21, but that they were unavailable.

One pastor insisted that a particular prayer seminar program be added to the list of items saying, "On the basis of 10 being the most important, I would rate prayer seminar #11." Another pastor wrote: "Please note a fundamental law of church planting that if you meet people's felt needs they will come. Felt needs differ from community to community. That's why approaches must differ."

In summary, based on the total votes for each item, the ten most important communication strategies identified by the participants are as follows: (1) worship services, (2) talk to people, (3) pastor must have personal spiritual life, (4) hold small group meetings, (5) use children's programs to attract new people, (6) plan social gatherings, (7) facilities must have high visibility, (8) use various mailings, (9) organize a youth (teen) program, and (10) use the telephone.

**Research Question 3: What Levels of
Communication do the Strategies
Identified Represent?**

Human communication has been separated into three levels (Dance, 1967). Level one, intrapersonal speech communication, takes place within the individual. Level two is interpersonal speech communication and it includes most forms of person-to-person speech communicative interaction. The third level of communication consists of person-to-group speech communication. All three levels are represented in the responses of the pastors.

Level one, intrapersonal communication, is represented in item 18, pastor must have personal spiritual life. Comments from pastors on this item indicate that the pastor's personal spiritual life focuses on the inner man and his relationship with God.

Level two, interpersonal communication, is represented in several items. Dance (1967) argues that certain types of electronic media, such as radio, newspaper, television, etc., fall within level two because the receiver responds to the message without group interaction. The same can be said for other methods of communication in which the receiver responds to the message without the influence of group interaction.

Items generated by the pastors which represent level two communication include the following: item 4, use newspaper to attract new people; item 5, place posters in store windows; item 6, use radio to attract new people; item 7, use television to attract new people; item 8, facilities must have high visibility; item 10, talk to

people; item 13, literature distribution is useful; item 14, use various mailings; item 15, use the telephone to reach people; item 20, distribute information and location sheet; item 21, talk with district superintendent and home mission board; item 22, have regular meetings between church planter and sponsor pastor; and item 23, place information in telephone book. In each of these items, persons responding to the various methods of communication will not be influenced by interaction with a group. Thus, level two, interpersonal communication, is the appropriate designation for these items.

Level three, person-to-group communication, is represented by the following items: item 1, incorporate new church into program of mother church; item 2, use children's programs to attract new people; item 3, meeting community social needs; item 9, worship services for new congregation are important; item 11, hold small group meetings; item 16, plan high visibility events for the community; item 17, organize a youth (teen) program; and item 19, plan social gatherings for church members to invite friends. Communication which takes place in each of these items will be influenced by interaction within the group as individuals respond to each other and to the message.

In summary, the Delphi Technique produced a prioritized list of ten items considered to be most important for church planting. The 10 items cover all three levels of communication. The items, and their respective communication level, are listed as follows: item 9, worship services are important, level 3; item 10, talk to people, level 2; item 18, pastor's personal spiritual life, level 1; item

11, hold small group meetings, level 3; item 2, children's programs, level 3; item 19, social gatherings, level 3; item 8, facilities must be visible, level 2; item 14, use various mailings, level 2; item 17, organize a youth (teen) program, level 3; and item 15, use the telephone, level 2.

CHAPTER V

SUMMARY, CONCLUSIONS, AND

RECOMMENDATIONS

The study addresses the problem that no empirical evidence exists to guide church planters in the selection of communication strategies needed for successful church planting efforts. The purpose of the study was to have successful church planters identify and prioritize common communication strategies needed in church planting efforts. This chapter presents a summary of the research, conclusions, and recommendations for future research.

Summary

Three specific research questions were addressed: (1) What critical communication strategies did the church planters identify? (2) What rank or value did the church planters assign to the critical factors they identified? (3) What levels of communication do the strategies identified represent?

A Delphi Technique using 35 pastors with prior history of successful church planting efforts were asked to generate a list of critical communication strategies for successful church planting. The items were generated in response to the request: "List effective communication strategies below and give a brief description."

The panelists responded with 124 items. The items were sorted, duplicates were eliminated, and 23 critical items emerged. The panelists were then asked to prioritize the ten items they considered to be most important. The information generated from Questionnaire Two included comments of agreement, disagreement, or additional remarks. The third questionnaire asked the panelists to review the vote of the previous questionnaire and make a final vote.

In response to the third questionnaire, the pastors identified the ten most important communication strategies needed for successful church planting. Those critical factors were: (1) worship services are important, (2) talk to people, (3) pastors must have personal spiritual life, (4) hold small group meetings, (5) use children's programs to attract new people, (6) plan social gatherings, (7) facilities must have high visibility, (8) use various mailings, (9) organize a youth (teen) program, and (10) use the telephone to reach people.

The prioritized list of ten critical communication strategies needed for successful church planting covered all three levels of communication (Dance, 1967). Level one was represented by one item. Level two was represented by five items. Level three was represented by four items.

Conclusions

[1] Pastors were able to identify church planting communication strategies. The pastors drew from their own experiences with successful church planting. The natural

assumption is that the pastors would use the communication strategies selected in this study if they were to embark on another church-planting program. No pastor who agreed to participate in the study returned a survey saying they did not know what communication strategies they used. Every pastor in the study was able to identify the strategies they used and they indicated the items they considered most effective.

[2] Pastors were able to prioritize their selection of items in the study. Through the series of three questionnaires, the votes of the pastors allowed prioritization of the items.

[3] Priority consideration should be given to the top 10 communication strategies selected by pastors in the study. Those strategies, in order of priority, are: (1) worship services, (2) talking with people, (3) pastor's personal spiritual life, (4) hold small group meetings, (5) use children's programs to attract new people, (6) plan social gatherings, (7) facilities must have high visibility, (8) use various mailings, (9) organize a youth (teen) program, and (10) use the telephone to reach people. Church planting efforts that concentrate on these 10 areas should experience a high degree of success based on the information gathered in the study.

[4] The study suggests that a broad-based approach to communication, employing all three levels of communication, must be employed in successful church planting. Participants indicated that level three communication in worship services was the top priority and that level two communication was critical to spread the word about a new church effort. However, level one, intrapersonal communication in the pastor's personal spiritual life,

must not be neglected in an effort to emphasize levels two and three. All three levels of communication must be used in a successful church planting endeavor.

[5] The study suggests that the greatest emphasis in church planting communication should be placed on worship services. Services should be well done, according to the pastors, and that means high quality music, well thought out themes and plans for services, a positive and enthusiastic atmosphere, and a message that is clear, motivational, and spiritual. Another characteristic mentioned by several pastors is that a warmth of spirit among the people in a worship service is vitally important. Church planters of the future will do well to devote sufficient time, energy, and resources to succeed in making their worship services as attractive as possible.

Recommendations for Future Research

[1] Pastors indicated that the communication which takes place in a worship service is the most important item in an overall church planting communication strategy. What methods of communication are most effective in a worship service and why? An answer to that question would enable church planters to focus their efforts for the worship service on the best methods and thereby increase the likelihood of success.

[2] One questionnaire was returned with the comment: "Please note a fundamental law of church planting that if you meet people's felt needs they will come. Felt needs differ from community to community. That's why approaches must differ."

The point made raises a valid question: Can felt needs of individual communities be identified and effective communication strategies be developed to address those needs? For example, can the felt needs of a unionized, blue-collar community be identified and are there specific communication strategies that will be more effective than others in planting a new church? If a research tool could be developed that would identify community characteristics and then facilitate matching those characteristics with specific communication strategies, a giant step would be taken in the direction of increased success in church planting.

[3] The literature review in this study indicated that mass mailing was an effective church planting communication strategy. The data collected from pastors does not give substantial support to that notion. Item 14, use various mailings, finished in eighth position in the rank order selection of the pastors. The question raised is this: On the issue of mass mailing, why does the literature not agree with pastors who have been successful in church planting?

[4] This project focused on successful church planting in the Church of the Nazarene. How do the communication strategies of successful church planting in the Church of the Nazarene compare with strategies employed in successful church planting in other denominations? To broaden the scope of the study and include other denominations might produce data that suggests universal notions which apply to all denominations involved in church planting.

[5] A final question raised by this study deals with drawing from the other disciplines: What studies in other disciplines, such

as marketing, religion, and sociology, could be applied to the development of successful church planting communication strategies? The interdisciplinary approach may uncover useful information for future church planting efforts.

The goal of this research project was to identify communication strategies used in successful church planting efforts. That goal has been realized to the degree that this limited study allows. It now remains for other researchers to build upon the work that has been done here. Further refinements to this work, as well as research in new areas, will continue to improve the effectiveness of church planting communication strategies.

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APPENDIXES

APPENDIX A

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Quincy, MA 02169

Rev. Jesse Middendorf
PO Box 887
Bethany, OK 73008

Dr. J. V. Morsch
10900 Turkey Lake Road
Orlando, FL 32819

Rev. Dallas D. Mucci
PO Box 179
Yorktown Heights, NY 10598

Dr. Neil B. Wiseman
PO Box 15749
Colorado Springs, CO 80935

Dr. Edmond P. Nash
4040 Newberry Rd. Suite 1300
Gainseville, FL 32606

Dr. Milton B. Parrish
PO Box 4404
Overland Park, KS 66204

Rev. Dan Penn
PO Box 1088
Salem, OR 97308

Rev. Wayne Quinn
c/o 10900 Turkey Lake Road
Orlando, FL 32819

Dr. Terrill C. Sanders
1700 E. Meyer Blvd.
Kansas City, MO 64131

Rev. M. V. Scutt
6401 The Paseo
Kansas City, MO 64131

Dr. Eugene Simpson
7609 Linda Lake Drive
Charlotte, NC 28215

Dr. Robert H. Spear
PO Box N
Roca Raton, FL 33432

Dr. Eugene Stowe
6401 The Paseo
Kansas City, MO 64131

Rev. C. Neil Strait
2754 Barfield Drive S. E.
Grand Rapids, MI 49506

Dr. Bill Sullivan
6401 The Paseo
Kansas City, MO 64131

Rev. Charles L. Thompson
3910 Monza Drive
Richmond, VA 23234

APPENDIX B

LETTER TO NOMINATING COMMITTEE

February 13, 1989

First Name/Last Name
Address
City/State/Zip

Dear Brother (Last Name):

I am doing research for my thesis project at Oklahoma State University on the subject of common elements in successful church planting in the Church of the Nazarene. I am requesting assistance from a number of denominational leaders including educators, district superintendents, and general church leaders.

Would you please nominate one or more names of pastors that in your opinion have been successful church planters? Criteria for success and the number of names is at your discretion. The larger the pool of names from which I can draw will improve the quality of the study but I do not want to "pad" the list. The persons you nominate need to have planted a church within the last 20 years.

Return your list of nominees in the enclosed stamped, self-addressed envelope as quickly as possible. I have academic deadlines which must be met. Your immediate response will be much appreciated. I am suggesting that your letter be postmarked by March 1st.

I will keep the information you submit confidential so that you may feel free to nominate anyone you choose. If you indicate in your nomination letter that you would like to receive information regarding the results of my study, I will be happy to supply it.

The information generated by the study will be of considerable interest to me since I am pioneering a new church in Montreal, Quebec. Furthermore, the study will provide helpful guidelines for future church planting projects throughout the denomination.

Thank you in advance for the names you will nominate. I am looking forward to your prompt reply.

Let's do something great for God!

Sincerely,

Carlton F. Harvey

CFH

APPENDIX C

**PARTICIPATING SUCCESSFUL CHURCH
PLANTER PASTORS**

***Delphi Panelists**

Rev. Mel Barrows
1802 N. 12th Street
Zephyrhills, FL 34248

Rev. Clifford J. Bernier
23 Brickyard Road
Preston, CT 06360

Rev. Doran Bittner
4686 Richardson Drive
Bay City, MI 48706

Rev. Thomas W. Cahill
R.D. #1 Box 55-A
West Decatur, PA 16878

Rev. Coyt Carroll
3189 Strathburn Ct. Box 1377
Dublin, OH 43017

Rev. Clinton Dalton
PO Box 1053
Louisa, VA 23093

Rev. Randall E. Davey
9030 Lamar
Overland Park, KS 66210

Rev. Oren Deboard
Box 7076
Victorville, CA 92392

Rev. Paul R. Dickinson
2601 S. Lincoln Road
Escanoba, MI 49829

Rev. George Gately
1414 Widen Court
Cary, NC 27511

Rev. Martin Gentzler
3095 Maysville Park
Zanesville, OH 43701

Rev. Paul R. George
1656 Old Route 119 N.
Indiana, PA 15701

Rev. Winston J. Hatcliff
PO Box 189
Fayette, OH 43521

Rev. D. L. Huffman
8500 E. 80th Terrace
Kansas City, MO 64138

Rev. Matthew A. Kindler
3675 Jeannine Drive
Colorado Springs, CO 80917

Rev. David L. McCool
Deerfield M72
Williamsburg, MI 49690

Rev. Larry McKain
13829 Crosstimbers Road
Midlothian, VA 23112

Rev. James Mellish
14300 Thirteen Mile Road
Warren, MI 48093

Rev. Aubrey R. Ponce
7729 Rolling Hills Drive
Jacksonville, FL 32221

Rev. Rick Power
1603 Northwest Blvd.
Georgetown, TX 78628

Rev. Kim Richardson
26 Longview Road
Framingham, MA 01701

Rev. Suleiman F. Rihani
4526 N. Oriole Avenue
Norridge, IL 60634

Rev. Duane W. Royston
61225 C. R. 388
South Haven, MI 49090

Rev. Leonard Skodak
910 Woodward
Big Rapids, MI 49307

Rev. George R. Spencer
PO Box 924
Warrenton, OR 97146

Rev. Michael W. Stipp
1435 W. Wise Road
Schaumbury, IL 60193

Rev Terry Thompson
PO Box 848
Veneta, OR 97487

Rev. Ngan Thi Tran
PO Box 409292
Chicago, IL 60640

Rev. Edward A. Turnbull
5047 Laird Lake Road
Hale, MI 48739

Rev. John Whitsett
2808 Cinnamon Springs
Red Oak, TX 75154

Rev. Keith Wright
11811 State Line Road
Kansas City, MO 64114

* The above list of Delphi Panelists is only a partial listing. Those panelists not listed preferred to retain their anonymity within the survey and subsequent research.

APPENDIX D

QUESTIONNAIRE ONE AND COVER LETTER

March 6, 1989

First Name/Last Name

Address

City/State/Zip

Dear Brother (Last Name):

In this year of Nazarene church planting, a special study is being conducted to identify effective communication strategies for new churches. Recently, a nominating committee of top leaders in the Church of the Nazarene selected the most successful church planters. The committee included the Board of General Superintendents, twenty-five district superintendents, four headquarters executives, four educators, and two district church planting coordinators.

You are receiving this letter because your name was included on the list of successful church planters. Your input to the study will be highly valuable and your participation is earnestly sought. By involving yourself in this study, you will be making a valuable contribution to future church planting efforts.

What will your participation involve? (1) Commitment to complete the study on schedule, and (2) willingness to complete the attached survey and two additional surveys. Each survey should take 20-30 minutes to complete.

The results of this study will be submitted to Nazarene denominational leaders who are anxious to use the material generated for strategic planning. The research will also be the foundation for a thesis at Oklahoma State University. It is, therefore, highly important once you commit to participating that you complete the full study and follow calendar deadlines rigorously. Your cooperation will be much appreciated.

Indicate your response on the attached survey and return in the stamped envelope provided. Please reply by no later than March 15, 1989. Results of the surveys will be tabulated and subsequent surveys will be sent to you on April 1, 1989 and May 1, 1989. If you have questions or comments, feel free to call the research director, Carlton F. Harvey, at (514) 744-3586. I look forward to hearing from you.

Let's do something great for God!

Sincerely,

Carlton F. Harvey

CFH

encl.

P.S. I am currently planting an English speaking church in Montreal, Quebec. I am vitally interested in the information you can provide. Thanks for being a part of this important study!

CHURCH PLANTING RESEARCH
COMMUNICATION STRATEGIES

- _____ YES! I will participate in the study and commit myself to completing three surveys.
- _____ NO! I am not able to participate at this time. Thanks for the invitation.
- _____ HELPI I need more information and my question is this:

* * * * *

INSTRUCTIONS:

- (1) If you are not able to participate please fill in name and leave remainder of survey blank. Your name will be removed from this study. Return blank survey immediately.
- (2) If you need more information, give your name and send in your question immediately.
- (3) If you will participate, please fill in name and respond to survey as soon as possible.

**A stamped envelope is provided.
Please use it.**

NOTE: Names on surveys are only to provide identification for the mailing list. Your responses will be strictly confidential and identity will be carefully protected in the final report.

PLEASE TURN TO NEXT PAGE FOR SURVEY

THANK YOU!

CHURCH PLANTING RESEARCH
COMMUNICATION STRATEGIES

A key element in successful church planting is communication. Various communication methods (strategies) have been employed by pastors starting new congregations. From your experience, please identify the methods you consider most effective in the start of a new church.

Please list effective communication strategies below and give a brief description. Please be clear and concise.

EFFECTIVE COMMUNICATION STRATEGIES

Strategies	Description

Use additional pages if needed.

NAME: _____

ADDRESS: _____

CITY/STATE/ZIP: _____

APPENDIX E

WORK GROUP MEMBERS

Manon Gelin
2370 Gold, Apt. 205
St. Laurent, Quebec H4M 1S4

Sharon Harvey
2435 Gold Street
St. Laurent, Quebec H4M 1S7

Harry A. Rich
113 Kingsley Avenue
Dollard-des-Ormeaux, Quebec H9B 1N2

Marion Rich
113 Kingsley Avenue
Dollard-des-Ormeaux, Quebec H9B 1N2

APPENDIX F

QUESTIONNAIRE TWO AND COVER LETTER

April 1, 1989

First Name/Last Name
Address
City/State/Zip

Dear Pastor (Last Name):

Thank you for responding to the first survey regarding communication strategies for church planting. An excellent group has chosen to participate in the study. This is very encouraging!

The second survey is enclosed and your help in completing it is very important. Please respond as quickly as possible and return by April 15, 1989, tax day. It is vital once you begin the project that you complete all three surveys, including the one enclosed.

To refresh your memory, the question in survey #1 was to identify the communication methods (strategies) you consider most effective in the start of a new church. You'll find a complete list of responses included in survey #2.

The purposes of the second survey are: (1) to identify the items suggested by participants in survey #1, (2) to identify areas of agreement and/or disagreement, (3) to identify items needing further clarification, and (4) to begin prioritizing items. The information you provide in survey #2 will be the basis upon which the final survey will be formulated.

The research project is proceeding right on schedule and I look forward to hearing back from you on this second survey. If you have questions, please don't hesitate to contact me. My number is (514) 744-3586.

Let's do something great for God!

Sincerely,

Carlton F. Harvey

CFH

encl.

CHURCH PLANTING RESEARCH
COMMUNICATION STRATEGIES

SURVEY #2

INSTRUCTIONS:

- (1) Review all items on the survey. Comment on any items you wish. Feel free to ask questions, make clarifications, argue in favor of or against items. Brevity and clarity will facilitate our analysis.
- (2) Select the ten items you feel are most important. Assign a value of "10" to the most important. Assign a value of "9" to the next most important, and so on, until the tenth item (the least important of the ten) is assigned a value of "1". Note that this is merely a preliminary vote. You will have the opportunity to revote in Survey #3.
- (3) Return your response in the enclosed self-addressed, stamped envelope by April 15, 1989.

REMEMBER! The return deadline is April 15, 1989.

NOTE: Names on surveys are only to provide identification for the mailing list. Your responses will be strictly confidential and identity will be carefully protected in the final report.

PLEASE TURN TO NEXT PAGE FOR SURVEY

THANK YOU FOR YOUR PARTICIPATION!

**If you need information, please call (514) 744-3586
Or you may write me:
Carlton F. Harvey
2435 Gold Street
Montreal, Quebec H4M 1S7
Canada**

CHURCH PLANTING RESEARCH
COMMUNICATION STRATEGIES

SURVEY #2

INSTRUCTIONS: Please review each of the following items identified in Survey #1 as the most effective communication methods (strategies) in the start of a new church. If you wish to add comments expressing agreement, disagreement, or clarification concerning the item, please do so in the space provided. Also, feel free to add items. Finally, please rank order the ten most effective items as you perceive them at this time.

PRIORITY VOTE	ITEMS FROM SURVEY #1	COMMENTS ON ITEMS: agree disagree clarify
_____	1. Incorporate new church unit into program of a <u>mother church</u> and communicate with existing members.	
_____	2. Use <u>children's programs</u> to attract new people. (V.B.S., Backyard Bible Clubs, Part Programs, Caravans, etc.) <u>Children's word-of-mouth</u> communication.	
_____	3. Meeting <u>community social needs</u> . (Food/clothing banks, jail worship services, hospital/funeral home visitation, etc.) <u>Social service</u> communication.	
_____	4. Use <u>newspaper</u> to attract new people. (Stories of church activities, paid advertising.) <u>Print media</u> communication.	

- _____ 5. Place posters in store windows.
Print media communication.

- _____ 6. Use radio to attract new people.
(Stories of church activities, paid advertising, paid programming.)
Electronic media communication.

- _____ 7. Use television to attract new people.
(Paid advertising.) Electronic media communication.

- _____ 8. Facilities must have high visibility.
(Outdoor sign, road signs, billboards, worship space in highly visible/high traffic location.) Presence or passive communication.

- _____ 9. Worship services for new congregation are important. (Evangelistic, enthusiastic, good music, etc.) Public communication.

- _____ 10. Talk to people. (Word-of-mouth advertising, door-to-door visitation, webbing, pastoral calls, personal evangelism/follow-up calls, interviewing persons in community, talking with work associates, joining clergy association, etc.) Interpersonal communication.

- _____ 11. Hold small group meetings. (Bible studies, special interest groups, prayer meetings, leadership training, Sunday school, etc.)
Small group communication.

- _____ 12. Conduct outdoor public meetings. (Street services, outdoor concerts, etc.) Mass communication.

- _____ 13. Literature distribution is useful. (Brochures, fliers, handbills, tracts, etc.) Print media communication.

- _____ 14. Use various mailings. (Mass mailing of newsletters, brochures, fliers, letter of welcome to new comers in community, letter to introduce community to new church, and/or personal notes from pastor.)
Print media communication.

- _____ 15. Use the telephone to reach people. (Telemarketing, "The Phone's For You!", personal phone contacts, phone survey of community, pastoral visits by phone, etc.)
Electronic media communication.

- _____ 16. Plan high visibility events for the community. (Community choir, invite community officials to special services, community Good Friday/ Thanksgiving services, PTA, parade floats, honor local citizens, etc.)
Mass communication.

- _____ 17. Organize a youth (teen) program. (Gym night, etc.) Teen word-of-mouth communication.

- _____ 18. Pastor must have personal spiritual life. (Strong devotional life, prayer, the call of God, etc.) Intrapersonal communication.

- _____ 19. Plan social gatherings for church members to invite their friends. Word-of-mouth communication.

- _____ 20. Distribute information and location sheet. (Delivered to local businesses such as service stations where people might seek information, include in new move-in packet distributed by community organization, etc.) Print media communication.

- _____ 21. Talk with district superintendent and home mission board. (Inform them as to plans, progress, needs, etc.) Organizational communication.

- _____ 22. Have regular meetings between church planter and sponsor pastor. (Weekly meetings to discuss the work of the new church and other items of concern, etc.) Organizational and interpersonal communication.

- _____ 23. Place information in the telephone book. (Yellow pages listing, display advertisement, etc.)
Presence (passive) print media communication.

Use space below to add items or make additional comments.

Please be sure to give name and address information below . . .

NAME: _____ CODE: _____

ADDRESS: _____

CITY/STATE/ZIP: _____

APPENDIX G

QUESTIONNAIRE THREE AND COVER LETTER

June 8, 1989

Dear Pastor:

Thank you for participating in the study of effective church planting communication strategies. Enclosed is the third and final survey for you to complete. Responses to earlier surveys have been very interesting and I am anxious to hear from you on this last survey.

The original purpose of our study was to generate consensus on issues of importance in church planting communication strategies. Toward that end, issues have been identified (Survey #1), clarifications, supportive statements, and criticisms made (Survey #2), and a preliminary indication of priorities obtained through rankings. This third and final survey permits you, as a participant, to review prior responses and express your individual judgment as to the importance of each item.

Please note carefully the instructions for the attached survey. It is very IMPORTANT that you mark only ten (10) items in rank order. If you mark more than ten or if you give the same number to more than one item, it will render your responses unusable.

Also, please adhere to the suggested deadline date of June 19, 1989. I would really appreciate it if you would prioritize this project and get it returned prior to General Assembly. I am aware that many of you will be busy. However, since we have been delayed by late return of surveys, it is critical that everyone complete the survey and return it as quickly as possible. Thanks for your understanding and help.

With prompt return of surveys, I will be able to complete the study and send you a copy of results by August 1st. Thank you in advance for completing this third survey. I eagerly look forward to your responses.

Let's do something great for God!

Sincerely,

P.S. Remember! Mark only
10 items. And return no later
than June 19.

Carlton F. Harvey

CFH

encl.

CHURCH PLANTING RESEARCH
COMMUNICATION STRATEGIES

SURVEY #3

INSTRUCTIONS:

- (1) Review all items on the survey. Note the preliminary vote results and summary of comments. Feel free to add comments expressing agreement, disagreement, or clarification concerning items.
- (2) Select the ten (10) items you feel are most important. Assign a value of "10" to the most important. Assign a value of "9" to the next most important, and so on, until the tenth item (the least important of the ten) is assigned a value of "1". Please vote for only ten (10) items and do not assign the same value to more than one item.
- (3) Return your response in the enclosed self-addressed, stamped envelop by June 19, 1989. Make this date a priority if at all possible.

REMEMBER: The return deadline is June 19, 1989.

NOTE: Names on surveys are only to provide identification for the mailing list. Your responses will be strictly confidential and identity will be carefully protected in the final report.

PLEASE TURN TO NEXT PAGE FOR SURVEY

THANK YOU FOR YOUR PARTICIPATION!

If you need more information, please call (514) 744-3586

Or you may write me:

**Carlton F. Harvey
2435 Gold Street
Montreal, Quebec H4M 1S7
Canada**

CHURCH PLANTING RESEARCH
COMMUNICATION STRATEGIES

SURVEY #3

INSTRUCTIONS: Please review each of the following items noting preliminary vote results and summary of earlier comments. Feel free to add comments expressing agreement, disagreement, or clarification concerning items. Finally, please choose only the ten (10) most effective items as you perceive them at this time and rank order them. Assign a value of "10" to the most important, "9" to the next most important, and so on, until the tenth item (the least important of the ten) is assigned a value of "1". Remember to return your survey before June 19 if at all possible.

FINAL VOTE REQUESTED	PRELIMINARY VOTE RESULTS	ITEM	SUMMARY OF EARLIER COMMENTS
_____	40	1. Incorporate new church into program of <u>mother church</u> .	Respondents generally said it would be helpful. Some said it was essential. Others felt that some situations did not lend to this type of relationship.
_____	122	2. Use <u>children's programs</u> to attract new people.	Respondents generally agreed saying it helped reach whole families while others said it did not produce adults.
_____	57	3. Meeting <u>community social needs</u> .	General agreement but won't work everywhere. May hinder progress toward self-support status.
_____	52	4. Use <u>newspaper</u> to attract new people.	Some felt it was a good public relations tool. A few have had good results. Others no results. Costly. Several said small towns and community newspapers are more effective than cities and metropolitan newspapers.
_____	7	5. Place <u>posters</u> in store windows.	Comments generally indicated only minimal results.

_____	24	6. Use <u>radio</u> to attract new people.	Respondents said it was too costly and produced few results, although valuable for public relations.
_____	5	7. Use <u>television</u> to attract new people.	Generally comments said it was too costly and produced little results although some said it was effective long term if well done.
_____	83	8. <u>Facilities</u> must have visibility.	Highly visible sign and structure provide good advertising for folk passing by but may not produce new people. Generally thought to be important, especially if structure looks like a church.
_____	179	9. <u>Worship services</u> for new congregation are important.	Respondents generally agree. Must be well done and many feel that music is vital. An attractive service draws return attendance and helps people invite friends.
_____	176	10. <u>Talk to people.</u>	Most respondents felt this was highly important and effective, especially when both lay people and pastor are involved.
_____	148	11. Hold <u>small group meetings.</u>	Respondents generally said this was a good method to develop strong relationships, committed disciples, and provides a good format for welcoming new people.
_____	9	12. Conduct <u>outdoor public meetings.</u>	Comments were divided. Some felt that in certain communities a well planned and executed program would introduce new people to the church while others said they did not believe it to be an effective tool.

_____	31	13. <u>Literature distribution is useful.</u>	Several said this was a very good means of building good public relations, especially when materials are handed out personally. Others felt that it did not produce satisfactory results.
_____	72	14. Use various <u>mailings.</u>	All comments were favorable, especially when professionally printed materials are used. Welcome letters and personal notes are particularly effective. Mail can be used in conjunction with telemarketing.
_____	69	15. Use the <u>telephone</u> to reach people.	Respondents generally agreed but cautioned against missing needy people or developing a poor reputation associated with telemarketing. Most effective in urban settings.
_____	32	16. Plan <u>high visibility events for the community.</u>	Comments tended to favor using this idea in smaller communities as a public relations tool. There are some risks and may not produce any results.
_____	48	17. Organize a <u>youth (teen) program.</u>	Respondents generally disagreed with this item citing poor results, high expenditure of energy, few adults come, and teens don't help pay for the church. Those who favored this item said it was a matter of meeting local needs.

_____	190	18. Pastor must have <u>personal spiritual life.</u>	<p>Respondents were divided as to whether or not this item should be included. Those who rated it generally gave it a 10 saying it was essential in helping the pastor hold steady and overcome discouragement, but won't guarantee success. Otherwise, respondents did not rate this item at all saying it was a given for the welfare and success of any Christian enterprise.</p>
_____	119	19. Plan <u>social gatherings</u> for church members to invite friends.	<p>Respondents generally agreed saying it prompted strong relationships and support systems. Gatherings must be well planned and promoted. Those who disagreed indicated concern about cliques and a wrong emphasis between social clubs and worship centers.</p>
_____	21	20. Distribute <u>information and location sheet.</u>	<p>Respondents generally said that this item had good public relations value, especially with new people moving into area. One concern was the cost factor.</p>
_____	49	21. Talk with <u>district superintendent and home mission board.</u>	<p>Respondents generally agree that this communication was helpful but did not ensure growth. Some said d. s. and board did not have practical experience in church planting and so could not be of significant help beyond encouragement and moral support.</p>

- | | | | |
|-------|----|---|---|
| _____ | 29 | 22. Have regular <u>meetings between church planter and sponsor church.</u> | Several said this was most helpful for providing resources and moral support. The wife of the church planter should also be given an opportunity to talk to someone. Some said that other pastors were not interested in what they were doing and thus this item did not apply. |
| _____ | 39 | 23. Place information in <u>telephone book.</u> | There was general agreement that this item was important as a long term public relations tool which builds credibility. It is also a good way to generate transfer growth as new Nazarenes move to the area. Those who responded generally said it was helpful. |

USE SPACE BELOW TO MAKE ADDITIONAL COMMENTS.

Please be sure to give name and address information below . . .

NAME: _____ CODE: _____

ADDRESS: _____

CITY/STATE/ZIP: _____

_____ YES! _____ NO! I would be willing to participate in another similar type of study at a future date.

Your cooperation is deeply appreciated. Responses have been interesting and helpful in producing useable information. And one last time, please remember to return your survey as quickly as possible. Thank you!

2

VITA

Carlton F. Harvey

Candidate for the Degree of

Master of Arts

Thesis: COMMON COMMUNICATION STRATEGIES IN SUCCESSFUL
CHURCH PLANTING IN THE CHURCH OF THE NAZARENE

Major Field: Speech

Biographical:

Personal Data: Born in Grants Pass, Oregon, August 3, 1955,
the son of Elwood F. and Wilma S. Harvey.

Education: Graduated from Grants Pass Senior High School,
Grants Pass, Oregon in 1973; received Bachelor of Arts
Degree in Religion from Northwest Nazarene College,
Nampa, Idaho in 1977; continued educational course work
at University of Missouri at Kansas City, Kansas City,
Missouri from 1977 to 1978; started graduate course
work at Nazarene Theological Seminary, Kansas City,
Missouri from 1979 to 1980; continued educational course
work at Missouri Valley College, Marshall, Missouri in
1982; received Master of Arts Degree in Speech from
Oklahoma State University, Stillwater, Oklahoma in
1990.

Professional Experience: Pastor, Church of the Nazarene, 1978
to present (locations: Metropolitan Church of the
Nazarene, Kansas City, Kansas, 1978 to 1980; First Church
of the Nazarene, Marshall, Missouri, 1980 to 1984; Valley-
Hi Church of the Nazarene, San Antonio, Texas, 1984 to
1986; First Church of the Nazarene, Ponca City,
Oklahoma, 1986 to 1988; Grace Church of the Nazarene,
Montreal, Quebec, Canada, 1988 to present). Professor of
Practics, Quebec Nazarene Bible Institute, Montreal,
Quebec, Canada, 1988 to present.