

AN ANALYSIS AND EVALUATION OF THE WORK OF  
CHURCH BUSINESS ADMINISTRATORS

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## PREFACE

The church is "big business" whether desirable or not. Many large-sized congregations throughout the land are aggressively pursuing enlarged programs which are resulting in growth in numbers and in benefits to their members. Much has been written about the overload of work placed on clergymen and the severe shortage of ministers.

A new profession, that of Church Business Administrator, is emerging as a partial solution to these problems. A professional organization, The National Association of Church Business Administrators, is doing excellent work in developing professional standards and in convincing church leaders of the wisdom of hiring professional lay administrators to take over administrative functions. The purpose of this report is to present the findings of an extensive statistical investigation designed to determine the effectiveness of such professional lay employees.

Indebtedness is acknowledged to Drs. Richard P. Jungers, Robert W. Sweitzer, C. Roman, and Walter G. Scott for their valuable guidance and suggestions for strengthening this report. Appreciation is also expressed to the members of the National Association of Church Business Administrators who were so cooperative in providing information. Others too numerous to mention made significant material contributions and provided encouragement to see the project through.

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## CHAPTER I

### INTRODUCTION

The purpose of this report is to describe an investigation of the work of professional Church Business Administrators. The investigation was aimed at determining statistically whether there is a significant measurable difference in the effectiveness of churches employing business administrators when compared to similar congregations without such employees. It also attempted to determine the extent of the effect Church Business Administrators have upon the financial, educational, and evangelistic efforts of the local congregations.

Although the chief aim of the church is spiritual in nature, it cannot be denied that for a church to achieve maximum effectiveness in any realm, spiritual or temporal, it must have efficient administration and employ the basic principles of economics and scientific management. As this has become more recognized, a movement streamlining ecclesiastical machinery in line with the best business methods in its worldly, practical functioning has slowly developed. A new job is opening in the religious field--that of Church Business Administrator. According to Lloyd H. Burns,<sup>1</sup> Church Business Administrator of University Christian Church, Fort Worth, Texas, and one of the first to hold such a position, the job of Church Business Administrator was almost unheard of

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<sup>1</sup>Lloyd H. Burns, "Shall We Use Administrative Assistants?" The Christian-Evangelist, September, 1957, p. 11.

thirty years ago while now it is fairly commonplace. The National Association of Church Business Administrators (NACBA) roster for the year 1963 contains the names of 328 official members.<sup>2</sup> It is estimated by the writer that at least as many more are also in service but are not members of this professional organization.

A variety of reasons have brought about this study. For one, the NCBA has for many years been waging a vigorous campaign in periodicals and other publications extolling the merit of employing a Church Business Administrator. It is implied that a layman with business training and experience will bring business-world efficiency and system into the life of the congregation and that he can more efficiently and skillfully manage funds available than can a theologian who has at best a smattering of administrative training. Although several hundred are now employed in this capacity, there remain a great many churches which presumably could profitably employ such a person but do not. The writer was therefore curious as to whether Church Business Administrators actually made the profound differences in the operation of churches as claimed by those in the field.

It was also felt that should this investigation reveal findings of significant proportions, such findings would be of value to churches considering the employment of a Church Business Administrator in the future. In addition, no one had yet undertaken an extensive or comprehensive study to determine the effectiveness of a Church Business Administrator, to be referred to throughout the remainder of this report as CBA.

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<sup>2</sup> National Association of Church Business Administrators Roster, 1963,, Edward B. Wyckoff, Secretary, Los Angeles, California.



L. Wilson Kilgore,<sup>3</sup> Minister of the Lakewood Presbyterian Church, Lakewood, Ohio, raises the question as to whether CBAs can justify the cost of their employment. A salary for a competent man would be a substantial sum and so he questions whether his services would justify such an expenditure. He further has the conviction that a CBA might keep other laymen from doing some of the things which they could do just as well as a CBA at no cost to the church. It is also his concern that a layman might lack the total concept of the church and might possibly do as much harm as good.

These suggestions of doubt and apprehension over employment of a CBA were kept in mind in arriving at objective conclusions while considering also the naturally biased opinions of writers in the field of church business management. Most seem to feel as Lief R. Larson, Executive Secretary of Central Lutheran Church, Minneapolis, and former president of the NACBA, when he says: "Under a careful plan of cooperation and understanding between the church council, church committees, the minister, and the business administrator, a congregation can be assured of more pastoral services, more efficient operations, better integrated services and programs, and a growing congregation."<sup>4</sup>

As documented in Chapter III of this report, the basic job of the Church Business Administrator is to facilitate the functioning of the local church so that its objectives may be more fully realized. Andrew

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<sup>3</sup>L. Wilson Kilgore, "Is There a Need of a Church Business Manager?" Church Management, December, 1959, p. 48.

<sup>4</sup>Lief R. Larson, "The Local Church Business Administrator," Church Management, September, 1959, p. 43.

W. Blackwood,<sup>5</sup> pre-eminent authority in the field of Church Administration, lists eight major objectives of any church of today as follows:

1. New Testament Evangelism
2. Christian Nurture
3. Household Religion
4. Church Friendliness
5. Community Betterment
6. National Missions
7. Universal Brotherhood
8. World Missions

The writer feels that these objectives are generally acceptable to both theologians and administrators. Blackwood emphasizes that the list is not conclusive nor necessarily in order of importance. Each individual probably would choose to make some revision in the list and might wish to shift the order.

For the purpose of this study, the writer revised and condensed this list to encompass the four major areas of concern of the Church Universal.<sup>6</sup> These areas were used in the investigation as the basis of selecting criteria for describing the effectiveness of churches. The major objectives of the local church as envisioned by the writer are as follows:

1. To Inspire Vital Christian Living. The church must do all it can to encourage the practice of Christian life every day of the week,

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<sup>5</sup>Andrew W. Blackwood, Pastoral Leadership, (New York, 1949), pp. 16-19.

<sup>6</sup>See Discipline of the Methodist Church which lists these areas as evangelism, education, missions, and stewardship, p. 88.

in the community, and throughout the world. This is very difficult to measure in that spiritual depth has no humanly measurable qualities. It is a basic assumption of the study, that as people live more Christian lives they dedicate more of their temporal means to the work of the church and likewise, as they give more of their possessions they become more deeply involved in Christian living.

2. To Help Those in Need. Each church must strive to do all it can in helping those of the state, the nation, as well as the world, who need assistance. As people become more concerned about others, they respond with greater gifts to benevolent causes.

3. To Teach the Christian Way. The Religious Education program of the church is inherent in the very structure of the church. In the Great Commission of Matthew 28, His disciples were told to "Go...teaching them."

4. To Reach the Unchurched. It should be the aim of every church to reach and win those in the community who are outside the church and to bring them into active touch with Christ and some local congregation.

#### The Nature of the Problem

The general problem that is the concern of this research is the effectiveness of professional Church Business Administrators. The present study consists of statistical analysis of the relationship between selected criteria of effectiveness and the employment and non-employment of professional CBAs in large-sized congregations. Does or does not the CBA have a significant impact upon the total life of the church?

More specifically, the present inquiry was aimed at describing the extent to which churches employing professional Church Business Administrators

differed from similar churches without such employees in the four major areas of concern:

1. Stewardship and Finance.
2. Missions and Benevolences.
3. Religious Education Program.
4. Membership and Evangelism.

James F. Bell,<sup>7</sup> Justice of the Supreme Court of Ohio, says that if the church is to continue to grow as a force for good in the church-needing world today, it must become increasingly aware of the economic facts of life. Charles E. DuMond, Minister of the Church of the Brethren, Elkhart, Indiana, in discussing the requirements for church growth and expansion states: "Churches must use the best business methods and proven techniques, and use them with compassion and patient good judgment."<sup>8</sup> John C. Bramer, Jr.,<sup>9</sup> Executive Vice-president, Western Pennsylvania National Bank, Pittsburg, says that the aim of those charged with overseeing the business of their church should be to channel as much of the church's income as possible into the program of the church. Carroll B. Fitch,<sup>10</sup> Business Manager of Riverside Church, New York City, past president of the NACBA, states that the employment of a CRA puts nonministerial

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<sup>7</sup>James F. Bell, "Economics and the Church," Church Management, December, 1962, pp. 9-11.

<sup>8</sup>Charles E. DuMond, "Problems in Big Churches," Church Management, November, 1962, pp. 28-29.

<sup>9</sup>John C. Bramer, Jr., Efficient Church Business Management, (Philadelphia, 1960), p. 12.

<sup>10</sup>Carroll B. Fitch, "The Church Business Administrator," Church Management, May, 1963, p. 7.

responsibilities in the hands of one who has special abilities to handle them, and further, that the church gains strength in administrative, business, and related areas when it has a qualified, skilled, and dedicated layman responsible for these tasks.

From these expressions, it is apparent that each of these authorities feels strongly that the success of a local church depends greatly upon efficient administration and application of economic principles often neglected by the church which traditionally tries to remain aloof from temporal economics. The findings of the research in this report were expected to either confirm or reject the contention that significant changes in statistical records result from the utilization of the services rendered by a management specialist, a CBA.

#### Review of the Literature

A new profession in Protestant church administration is being born throughout the nation as many of the larger churches begin to employ full-time CBAs. The CBAs in turn are attempting to standardize requirements for certification and establish standards of ethical and professional practice which will place the position of CBA on a full professional basis. The Committee on Professional Training and Standards for the National Association of Church Business Administrators has developed a "Code of Ethics" and a "Certification Standards" statement, which were adopted by their annual conference at Orlando, Florida, in July, 1963, and printed in Church Management, March, 1964, on page 20. These are included in this report as Exhibits "G" and "H" in Appendix B.

As early as 1931 William Leach,<sup>11</sup> late editor of Church Management Magazine, began writing books in the area of Church Administration. Among the best of his works is the 1958 publication, "Handbook of Church Management,"<sup>12</sup> which defends the validity of Church Business Management and provides practical advice and suggestions in many fields of church administration. Leach was also one of the first to recognize the beginning of a new profession. In an article written in 1955, he says: "There are going to be opportunities for men and women in this field. They should be laymen, not clergymen. They need the business instinct rather than the homiletic."<sup>13</sup>

Robert Cashman, Business Manager of the Chicago Theological Seminary, was among the first to emphasize business administration in the church when he published "The Business Administration of a Church" in 1937. In this he emphasized that church business management was not really new. "Since men began to build temples and to accumulate property to establish and beautify their houses of worship, the church has been a business institution. One of the greatest burdens of the Apostle Paul was the business organization and the financial support of the churches he had established."<sup>14</sup>

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<sup>11</sup> Leach, William H., Church Administration, (Nashville, 1931).

<sup>12</sup> \_\_\_\_\_ . Handbook of Church Management, (Englewood Cliffs, N. J., 1958).

<sup>13</sup> \_\_\_\_\_ . "Meet the Church Business Manager," Church Management, November, 1955, p. 80.

<sup>14</sup> Robert Cashman, The Business Administration of a Church, (New York, 1937), p. 1.

F. Ernest Johnson, Chief Study Consultant, Department of Church and Economic Life, National Council of Churches, and J. Emory Ackerman, a Lutheran minister, cooperated in an extensive research program in an effort to scrutinize the economic practices of Protestant churches. They explored basically two sets of questions. The first concerns the extent to which the churches themselves live up to approved standards of corporate practice--does the fact that the church is not a business concern excuse laxness in the management of its affairs? Secondly, because of its nature, should the church be expected to set for itself more exacting standards in the performance of its economic functions than those that prevail in secular affairs; should there be a direct relationship between the mission of the church and its business practices? Among the conclusions reached in this report is the following which should give cause to exercise more caution in emphasis on economic principles in the work of the church.

All along the line the church and its agencies are continually confronted by an anomalous fact: The more they succeed in institutional terms the more their activities tend to take on the color of the secular environment. A perpetual concern of sensitive Christian leaders is the tendency of intrinsically valid institutional considerations to weaken the spiritual power of the churches and to obscure the ends to which they and all their agencies profess to be dedicated. The church as an institution can fully justify itself only as its unique character and mission are visible and palpable in everything it does.<sup>15</sup>

Harold F. Linamen,<sup>16</sup> Professor of Business Education at Anderson College in Indiana, points out, however, that anyone who evaluates carefully the nature of the business functions performed on behalf of the local church soon becomes convinced of their important to the success

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<sup>15</sup>F. Ernest Johnson and J. Emory Ackerman, The Church As Employer, Money Raiser and Investor, (New York, 1959), p. 132.

<sup>16</sup>Harold F. Linamen, Business Handbook for Churches, (Anderson, Indiana, 1957), p. 9.

of the entire program. With this conviction comes an awareness that local church leaders should endeavor to conduct these business activities in the most effective manner possible.

Bramer<sup>17</sup> contends that if the local church is to carry out its mission with efficiency, it must be managed in just as businesslike a manner as any individual enterprise. He further states, however, that because it is a service-producing, not a money-making organization, the church's policies in raising, expending, and reporting on its finances will differ in various respects from those of the commercial world.

Numerous articles have appeared over the past decade in such publications as Church Management, Church Administration, Protestant Church Administration and Equipment, the Christian Advocate, and others. Most of these will be reviewed in Chapter II relative to the background and significance of church business management and in Chapter III describing the work being done by CBAs.

#### Definition of Major Terms

The following definitions of terms used in this research provide a frame of reference essential to interpretation:

1. Church Business Administrator (CBA): A layman familiar with details of business administration employed full-time by a church. His work involves the supervision of finance, property management, office and personnel procedures, public relations, coordination of business aspects of the church program, and development and maintenance of building and facilities.
2. Large-sized Churches: Churches reporting more than 1000 members on their rolls.

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<sup>17</sup> John C. Bramer, Jr., Efficient Church Business Management, (Philadelphia, 1960), p. 13.



3. Operating Expenses: Total Expenditures for the local church program not including ministerial support, benevolences, or building construction.
4. Benevolences: World, national, and local giving to missions.
5. Church School Membership: Total enrollment for the morning Church School hour.
6. Church School Attendance: Average number attending morning Church School hour.
7. Church Membership: Officially listed membership totals of the respective churches as reported in denominational journals.
8. Received on Profession of Faith: Those who have been received into the membership for the first time.
9. Received by Transfer: Those transferring to the church from other congregations during the period of accounting.
10. Membership Losses: Those transferring to other churches during the period of accounting or removed from the roll for such reasons as death, inactivity, and non-support.
11. Significant Difference: A difference in means which meets the statistical .05 level of confidence implying that 95 times out of a hundred the difference is the result of some stimulus and not attributable to chance. This difference is such that it could not easily have arisen from sampling fluctuations.

#### Hypotheses

The major null hypothesis of this research was as follows: There will be no significant statistical difference in the measured effectiveness of churches employing professional Church Business Administrators as compared to churches not employing professional Church Business Administrators.

The alternative directed hypothesis was stated in the following manner: Churches employing professional Church Business Administrators will be significantly more effective than similar churches not employing professional Church Business Administrators in the areas of Stewardship and Finance and Mission and Benevolences but not in Religious Education or Membership and Evangelism.

The sub-hypotheses of this research were as follows:

1. Stewardship and Finance. Churches employing CBAs will show an average per capita increase in expenditures for operating expenses significant to the .05 level of confidence when compared to similar churches without such employees.

2. Missions and Benevolences. Churches employing CBAs will show an average per capita increase in mission and benevolent giving to the .05 level of confidence when compared to similar churches without such employees.

3. Religious Education Program. Churches employing CBAs will show no significant difference in average Church School membership or Church School attendance when compared to similar churches without such employees. This is an area in which another specialist will probably have been working for some time. Any significant change would probably be attributable to something other than employment of a CBA.

4. Membership and Evangelism. Churches employing CBAs will show no significant difference in per thousand increases in membership on profession of faith or by transfer from other churches when compared to similar churches without such employees. Neither will there be a significant difference between the two groups in losses through transfer and removal or in the number of persons baptized. It is expected that although no statistically significant difference will appear in this sub-hypothesis, a perceptible improvement will be apparent in each of these criteria as the relief of administrative details will allow the minister to give more attention to these matters.

### Limitations of the Study

This study is descriptive in nature, showing what happened to certain statistical data when a CBA was employed by a group of churches. There exists certain limitations as to direct inference of results shown in the statistical findings.

Pertinent to the interpretation of the findings are the following assumptions:

1. It was assumed that the relative administrative effectiveness as well as spiritual growth and depth of a church could be described by statistical data.
2. It was assumed that money is the medium through which the work of the church is accomplished. A greater budget allows for more spending and implies an expanded program of service. A greater per capita giving by individuals implies greater interest in the church, greater concern for its work, and more depth in Christian living.
3. It was assumed that a Church Business Administrator, trained and experienced in the details of business management, will maximize the efficiency of organization and expenditures within the church.
4. It was assumed that by making it possible to free trained ministers to perform their pastoral duties, the Church Business Administrator may indirectly strengthen the spiritual ministry of the church.

### Delimitations of the Study

The following delimitations of this research should be given consideration in the data interpretation:

1. The sample was made up of sixty-four churches representing three denominations in sixteen states. Thirty-four of these churches were Methodist, eighteen were Presbyterian, and twelve were Christian (Disciples of Christ). This was due, in part, to the availability of respondents conforming to the design of the study.
2. Although there is no reason to doubt that the samples are representative of the entire population, inference in this research should be directed only to those churches included in the study.

3. Of the many ways in which the effectiveness of a church may be measured, only the four areas of major concern to churches were considered in this study.

The research design and the hypotheses are more clearly understood when considered with a background of the nature and significance of church business management and a study of the work being done by professional Church Business Administrators. Chapter II of this study describes the background and importance of efficient business management in larger churches while Chapter III examines the work being done by CBAs. A description of the sample and population and the procedure employed in collecting data is found in Chapter IV. The statistical treatment and major findings in Chapter V, followed by interpretation, conclusions, and summary in Chapter VI.

## CHAPTER II

### THE BACKGROUND AND SIGNIFICANCE OF CHURCH BUSINESS MANAGEMENT

With the beginning of the church at Pentecost fifty days after the Resurrection of Christ, the pattern of a new society began to develop. As the early church grew and its group maintenance responsibilities increased, it developed the need for organization, and a division of function became evident.

In Jerusalem the first need gave rise to the election of seven men to "serve tables," as described in Acts 6:30. They were to look after some benevolent work and oversee the distribution of the common fund. In appointing the seven men "over this business," the apostles announced that they themselves would "continue steadfastly in prayer and in the ministry of the word" (Acts 6:4). They were to give attention to prayer and preaching. It was a division of function to meet particular needs of the expanding work of the church.

This division of function was not without precedent in the Scriptures. Moses had found it necessary in Exodus 18 to delegate responsibility to others that they might help bear his administrative burden. Moses retained the leadership of the Children of Israel, but upon the advice of his father-in-law, Jethro, he chose able and trustworthy men to look after details.

The organization of the church, with leaders responsible for various functions, is firmly rooted in the teaching of the New Testament. In

1 Corinthians 12:28, Saint Paul enumerates capacities to be served by different men as "apostles, prophets, teachers, healers, helpers, workers of miracles, and administrators." In Ephesians 4:11-12, there is another list to which men were appointed: "And his gifts were that some should be apostles, some prophets, some evangelists, some pastors and teachers, for the equipment of the saints, for the work of ministry, for building up the body of Christ." Certain needs had arisen and certain individuals were appointed to perform these functions that the needs would be met.

It is evident that early church leaders thought of the local church as an organization with division of duties. An unidentified Christian novelist writing about 225 A. D. gives this picture:

For the whole business of the Church is like a great galley, bearing through a violent storm men of many places, and who desire to inhabit the one city of the good Kingdom. Let, therefore, God be your captain; and let the pilot be likened to Christ; the lookout man to be bishop; the sailors to be Presbyters; the overseers of the rowers to be the deacons; the stewards to be the catechists; the multitude of the brethren to be the passengers.<sup>18</sup>

So it has been throughout the history of the Christian Church. As needs have arisen, individuals skilled in the particular function have assumed the responsibility and solutions to the problems have been found.

In the past fifty years or so, there have been more changes in church practices than in any other such period of the Christian Era and the trend toward the need of business management within the church has become apparent. "The minister's task has been doubled and tripled since 1900. Church offices have become common practice in the parish. Collections have given way to church finance. Pulpit announcements have been succeeded

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<sup>18</sup>William H. Leach, Handbook of Church Management, (Englewood Cliffs, N. J., 1958), p. 4.

by good programs of public relations. As buildings have become larger, custodial staffs are replacing the church sexton."<sup>19</sup>

Kenneth F. Smith, Business Manager of East Dallas Christian Church, Dallas, Texas, quotes figures from the "Yearbook of American Churches" in emphasizing that the "business of our Father's Kingdom" today is certainly a matter of no small consequence. "In the United States there are some 281,687 separate Protestant congregations made up of over 60,000,000 members. They allocate, yearly, some \$1,542,000,000 to be spent solely for the operating expense of their particular churches and their programs. In addition, there was \$775,000,000 used in the construction of new churches and the remodeling of old ones during the year 1956. All this was done while these same groups sustained a world vision and outreach in their missionary and benevolent work."<sup>20</sup>

Several recent studies, as noted in the following paragraphs, have shown that ministers often spend much of their time in administrative duties and business details rather than on the pastoral duties expected of them and for which they are primarily trained. These emphasize that many churches have become so large, programs so complicated and physical facilities so extensive that pastoral staffs are overloaded with details far removed from their normal functions:

Dr. Samuel Miller, Dean of Harvard Divinity School, states that "the vocation of the ministry is macerated, chopped up into small pieces by the pressure of petty practices of so-called parish progress. Most

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<sup>19</sup> Ibid., p. 1.

<sup>20</sup> Kenneth F. Smith, "Church Administration...A New Calling," The Christian Evangelist-Front Rank, 1959, p. 8.

ministers are overworked in a multitude of tasks that do not have the slightest connection with religion."<sup>21</sup>

A. Fred Lamar, Jr., Minister of Owen's Chapel Methodist Church, Springfield, Tennessee, in reviewing several articles on the subject, points out that preaching is no longer the center of the minister's work. Other pressing duties are taking priority. Organization and administration are looming larger in the ministerial task. He warns in conclusion that: "The man who makes organization central in his ministry soon discovers that he is a big-time-operator in religion, with plenty of ad copy but nothing to sell."<sup>22</sup>

Samuel W. Blizzard,<sup>23</sup> Professor of Sociology, Pennsylvania State University, in his preliminary report on a 2½ year, \$40,000 survey, financed by the Russell Sage Foundation, interviewed 346 ministers, balanced as to location, education, and denomination. The average age was 46.8 and the average term in the current parish was almost 8 years. Among the findings were that the average minister apportions 38% of his time to administration, 12% as an organizer, 26% to pastoral duties, 19% as a preacher and priest, and 5% as a teacher. Thirty-six per cent feel that they need more time for reading and study and private devotions. The most galling problem of these ministers (29%) was a sense of not being able to "live up to the calling." Eleven per cent were bothered by conflicts of "study vs. out-with the people," and "oiling machinery vs. essential work."

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<sup>21</sup>The Enid Morning News, September 16, 1960, p. B-7.

<sup>22</sup>W. Fred Lamar, Jr., "Why are Preachers Run to Death?" New Christian Advocate, Vol. I, No. 13, October, 1957, p. 19.

<sup>23</sup>Samuel W. Blizzard, Jr., "The Minister at Work," Time Magazine, May 21, 1956, p. 46.



C. Harry Atkinson confirms the findings of Blizzard in his report based on a study of problems of the minister sponsored by the Ministers Life and Casualty Union. In his "Profile of an Average Minister", he indicates that the average minister spends 40% of his time as an administrator and an additional 10% as an organizer. He notes that the larger the church, the higher the percentage of time spent in such detail. A major grievance aired in this study was that 52% of the ministers interviewed resented "the disproportionately large demands made upon them by the administrative work of their churches."<sup>24</sup>

In another report, Blizzard states that normatively, the preaching office is seen as the most important work of the minister. The pastor and priest roles are of middle-range importance while the organizational, administrative, and teaching offices are thought least important. However, he finds the order from most time-consuming to least to be almost in inverse order: administrator, pastor, preacher and priest, organizer, and teacher.<sup>25</sup>

A report on a study of the shortage of ministers in the Methodist Church quotes Bishop Frederick B. Newell of the New York Area: "The church expanded much more rapidly than it increased its emphasis on the need for ministers."<sup>26</sup> The report indicates that the number of associate or assistant ministers in large Methodist churches has about tripled

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<sup>24</sup>C. Harry Atkinson, "What Worries Pastors Most?" Protestant Church Administration and Equipment, February, 1959, p. 47.

<sup>25</sup>Samuel W. Blizzard, Jr., "Training the Parish Minister," Union Seminary Quarterly Review, January, 1956, p. 15.

<sup>26</sup>"How Serious Is the Shortage of Ministers?", New Christian Advocate, July, 1958, p. 7.

in the last 10 years. A good many of these men, trained for the pastoral ministry, are involved largely in the administrative process of the church making the shortage even more acute.

Duke K. McCall,<sup>27</sup> President of Southern Baptist Theological Seminary, Louisville, Kentucky, in analyzing the reasons ministers change churches so often, warns that a minister should not allow his role to be defined primarily as administrative. When he does, he often incurs the problems and liabilities of an administrator. McCall emphasizes that administrative problems should be avoided as much as possible by the minister because most administrative decisions are contrary to the opinion of one or more persons and rifts will develop which reduce the minister's effectiveness as he works among his people. Also he says that the administrator-minister finishes his work in a church in a relatively short time and cannot continue to improve on his record breaking performances year after year. He further states that the administrator-minister is generally a candidate for the scape-goating characteristic of human nature and is the obvious target for any shift in the fortunes of the church.

When one is called to preach the gospel and has been trained to preach, it is very difficult to rationalize that administrative positions in the church are as worthy a calling as that of minister of the gospel. The typical training of the average clergyman better prepares him to be a specialist in ministerial rather than in administrative duties. Examination of the requirements for the Bachelor of Divinity Degree at leading seminaries

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<sup>27</sup> Duke K. McCall, "Should the Minister Be the Administrator?" Church Management, November, 1963, p. 52.

the denominations included in this study reveals that all require numerous courses in philosophy, history, theology, and the art of pastoral counseling, but none require extended instruction in the complex skills of executive procedure.

Garrett Biblical Institute,<sup>28</sup> a Graduate School of Theology of the Methodist Church, Evanston, Illinois, requires only one course in Church Administration. The Garrett catalog describes it as follows:

Cl - Church Administration 4 quarter hours

The administrative work of the minister; ministerial etiquette and ethics; the conduct of church business; organization of the parish; church finance; cultivation of membership and constituency, church records; publicity; conduct of ritual services. Examination on the Discipline for all Methodist students.

The Theological Seminary of the University of Dubuque,<sup>29</sup> Dubuque, Iowa, a Presbyterian school, requires two courses in church administration for graduation with the Bachelor of Divinity Degree. These courses are described in the Dubuque catalog as follows:

A. T. 303, Pastoral Practice 2 semester hours

The student is trained in pastoral calling, administering sacraments and ordinances in the church, winning the unchurched, reaching the careless, enrolling new arrivals, surveys, publicity, finances, etc.

A. T. 341, Church Administration & Organization 2 semester hours

This course introduces the student to the town and country parish; its organization, property, extent, program, financing, and the people.

Phillips University Graduate Seminary,<sup>30</sup> Enid, Oklahoma, a Disciples of Christ Church school, requires only a one semester course in Church Administration as described in their catalog:

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<sup>28</sup>Garrett Biblical Institute Bulletin, Vol. 45, No. 4, 1958.

<sup>29</sup>Theological Seminary of the University of Dubuque Catalog, 1959.

<sup>30</sup>Phillips University, The Graduate Seminary Catalog, 1964.

Adm. 512: Planning & Administering Program of Local Church  
3 semester hours

Principles of leadership and methods of organizing and directing the program of the local church, including ministerial ethics.

It would seem that if the administrative problems of churches are to be overcome, it will require something more than the mere smattering of administrative training given to theological students. It is the opinion of the writer than in some of the larger churches it will undoubtedly call for some sort of a church business administrator. The following reports tend to confirm this opinion.

John H. Shope,<sup>31</sup> Secretary of City Church and Urban Strategy for the Board of National Missions, Evangelical and Reformed Church, made a study of 19 congregations to determine the needs of various sized churches for multiple staffs. Among his conclusions were these:

1. Multiple staffs are needed for churches of over 500 members.
2. Ordained ministers are available in limited numbers of churches unquestionably needing the services of two or more ministers.
3. Church Business Administrators working in churches with extensive programs of clubs and organizations can relieve the minister of many time-consuming administrative details.

The National Association of Church Business Administrators<sup>32</sup> is in complete agreement with Shope. This group contends that a church needs a professional Church Business Administrator when:

1. The membership warrants it (over 1,000 members).
2. The budget demands it (over \$100,000 budget).
3. The official family recognizes the need for one.

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<sup>31</sup>John H. Shope, "When Do You Need a Multiple Staff?" Strategies for City Churches, Evangelical and Reformed Church, May, 1957, p. 40.

<sup>32</sup>Guide to Ministers, Church Boards and Prospective Administrators, National Association of Church Business Administrators, June, 1961, p. 3.

4. Administrative tasks hinder the ministerial staff in the performance of its primary calling.

Odessa Talbert,<sup>33</sup> a member of the Grace Methodist Church, Springfield, Missouri, gives a layman's point of view and expresses the philosophy of her congregation following the employment of a Church Business Administrator by her church:

1. It relieves the crucial shortage and demand for associate ministers. It frees a minister for another church.
2. It supplements the lack of administrative training in certain areas.
3. It stresses lay-staffing as a fundamental of our Protestant heritage and stresses a point of Christian stewardship. The plan lifts the burden from the pastor by using dedicated laymen in Christian services, thus magnifying the importance of the church and removing the "jack-of-all-trades" stigma, both imagined and real, from the minister.
4. It demonstrates a conviction of the "priesthood of believers" providing an opportunity for actual lay participation.

A definite trend appears to be developing. As pointed out by Smith<sup>34</sup> and Leach,<sup>35</sup> the enlargement of the church staff to care for the additional work of an expanded program usually begins with the employment of an assistant or associate minister. A director of religious education is then added, with the next step in the completion of a staff being the hiring of a business administrator. The work of these Church Business Administrators, both in general and in particular, will be discussed in the following chapter.

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<sup>33</sup>Odessa Talbert, "Job For a Layman," Christian Advocate, December 24, 1959, p. 10.

<sup>34</sup>Kenneth F. Smith, "Church Administration...A New Calling," The Christian Evangelist-Front Rank, 1959, p. 8.

<sup>35</sup>William H. Leach, "The New Profession...Church Business Administration," Church Management, November, 1958, p. 30.

## CHAPTER III

### THE WORK OF THE CHURCH BUSINESS ADMINISTRATOR

As churches grow larger and budgets become of considerable size, the need for business management within the church becomes more apparent. One of the primary purposes for the establishment of the position of Church Business Administrator is to achieve the objectives of the church through efficient utilization of the resources available. Application of business management principles are as important to the church as they are to any other organized human activity. In the performance of his task, the professional CBA assumes management responsibility and exercises principles of management in accomplishing the work of the church in the most efficient and economical manner.

In recent years the pressing need for principles of management has led to development of theories relative to managerial functions. A number of books and other writings, such as those by Koontz and O'Donnell,<sup>36</sup> Peterson and Plowman,<sup>37</sup> Jucius and Schlender,<sup>38</sup> and Moore,<sup>39</sup> have generally agreed that the fundamental functions of management making up the

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<sup>36</sup> Harold Koontz and Cyril O'Donnell, Principles of Management, (New York, 1959).

<sup>37</sup> Elmore Petersen and E. Grosvenor Plowman, Business Organization and Management, (Homewood, Illinois, 1958).

<sup>38</sup> Michael J. Jucius and William E. Schlender, Elements of Managerial Action, (Homewood, Illinois, 1960).

<sup>39</sup> Franklin G. Moore, Management Organization and Practice, (New York, 1964).

process are planning, organizing, actuating, and controlling. Each of these authors varies the list and the order slightly by adding sub-functions and by combining others.

One of the most satisfactory definitions of the management process is given by Terry:

Management is the distinct process consisting of planning, organizing, actuating, and controlling, utilized in each both science and art, and followed in order to accomplish predetermined objectives.<sup>40</sup>

As illustrated in FIGURE 1, Terry also shows that in actual practice these four fundamental functions of management are interwoven and inter-related. He further states that the performance of one function does not cease entirely before the next is started. And they normally are not carried out in a particular sequence but as the situation being considered seems to require.

Luther Gulick<sup>41</sup> developed a listing of managerial functions which is popular among modern educators when they describe the management process as "POSDECARB":

Planning, that is working out in broad outline the things that need to be done and the methods for doing them to accomplish the purpose set for the enterprise;

Organizing, that is the establishment of the formal structure of authority through which work subdivisions are arranged, defined and co-ordinated for the defined objective;

Staffing, that is the whole personnel function of bringing and training the staff and maintaining favorable conditions for work;

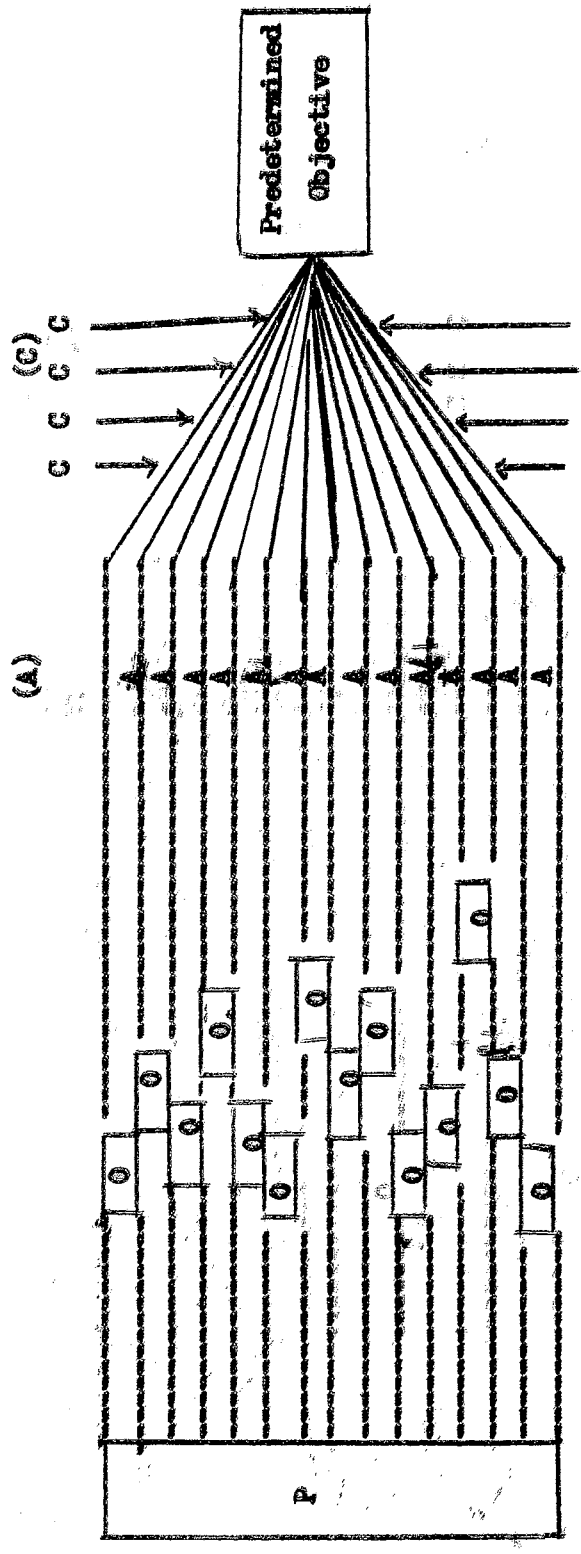
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<sup>40</sup> George R. Terry, Principles of Management, (Homewood, Illinois, 1960), p. 32.

<sup>41</sup> Luther Gulick, "Notes on the Theory of Organization," Papers on the Science of Administration, eds. Luther Gulick and Lynall Urwick, (New York: Institute of Public Administration, 1937), p. 13.

FIGURE 1  
THE MANAGEMENT PROCESS<sup>42</sup>

<p><b>PLANNING</b> What is to be done where? When? and how?</p> <p>(P)</p>	<p><b>ORGANIZING</b> Who is to do what? With how much authority and under what physical environment</p> <p>(O)</p>	<p><b>ACTUATING</b> Getting the employee to want to do his prescribed work willingly and with enthusiastic co-operation</p> <p>(A)</p>	<p><b>CONTROLLING</b> Following up to see that the planned work is being properly carried out, and, if not to apply the proper remedial measures</p> <p>(C)</p>
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<sup>42</sup>George R. Terry, *Principles of Management*, (Harcourt, Illinois, 1960), p. 30.



Directing, that is the continuous task of making decisions and embodying them as specific and general orders and instructions and serving as the leader of the enterprise;

Co-ordinating, that is the all-important duty of interrelating the various parts of the work;

Reporting, that is keeping those to whom the chief executive is responsible informed as to what is going on, which thus includes keeping himself and his subordinates informed through records, research, and inspection;

Budgeting, with all that goes with budgeting in the form of fiscal planning, accounting and control.

The professional CBA will accomplish the administrative work of the church and facilitate the church objectives as he applies these basic principles of the scientific management process.

Clyde W. Humphrey, Director of the Center for Church Business Management, American University, Washington, D. C., defines the basic work of the CBA as being in the capacity of professional consultant and co-ordinator in matters of:

1. Finance--developing and administering the fiscal budget; obtaining, safeguarding, disbursing, and accounting for all financial resources.
2. Property--acquiring, maintaining, and effectively using physical facilities such as building and grounds, furniture, and equipment.
3. Staff--recruiting, assigning, training, compensating, and promoting clerical and custodial personnel, both volunteers and employees.
4. Public Relations--interpreting the church's concept of its mission, its program, its accomplishments, and its potentialities.<sup>43</sup>

The position of Church Business Administrator is seldom included in the original organization plan of a church but is added as the need is

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<sup>43</sup>Clyde W. Humphrey, "Church Business Management Defined," Church Management, December, 1963, p. 7.

recognized. The specific duties of the CBA vary among churches but in general they seem to be as reported by Larson:

1. Finance. He takes charge of offerings and supervises all accounting. He gives professional direction to the every member canvass or visitation. He guides all special appeals. He helps prepare the budgets and exercises continuous budget control.
2. Property Management. He is the purchasing agent for the church. He supervises maintenance and keeps inventories. He supervises the kitchen. He keeps the insurance program up-to-date. He is responsible for the schedules permitting use of the building. He processes recommendations for building and furnishing improvements and all matter pertaining to the proper care of real property, furnishings and supplies.
3. Office Management. He maintains all records of the church or sees to it that they are in proper order. He supervises all mailings and keeps office equipment in good order. He recommends changes in procedure for the sake of efficient operation.
4. Personnel Supervision. He interviews and recommends employment of applicants for the nonpastoral church staff. He supervises and provides for training of the office, custodial, and food-service staffs. He cooperates closely with the pastoral staff in the supervision of secretaries assigned to them. He recommends, whenever necessary, the release of personnel, and discharges the employee concerned. He exercises concern for the welfare of all members of the staff and their service to the church.
5. Public Relations. He is responsible for church printing, newspaper contacts, radio and TV contacts. He participates in civic affairs and interprets by his presence and actions the church of Jesus Christ.
6. Coordinator and Consultant. He helps coordinate the activities of the church through maintenance of schedules and understanding of the church program.
7. Future Development. He gives leadership and guidance to any forward planning of the congregation in terms of expansion of facilities. He given professional direction to capital finance campaigns. He works with the architects in developing building plans. He works with the builder during the actual time of construction.<sup>44</sup>

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<sup>44</sup>Lief R. Larson, "The Local Church Business Administrator," Church Management, December, 1959, p. 49.

The Southern California-Arizona Conference of the Methodist Church is one of the few official bodies to recognize formally the profession of the Church Business Administrator. A job description adopted by this body is included in Appendix B as Exhibit "A". Five other churches in three states representing the three denominations studied in this report have also provided job descriptions upon request. These are also included in Appendix B in this study.

Two significant studies aimed at discovering specifically what a CBA does have been reported recently. One was done by Mr. Gust F. Jahnke,<sup>45</sup> Director of Christian Service, First Presbyterian Church, Utica, New York, and the other by a committee on professional training standards of the National Association of Church Business Administrators.<sup>46</sup>

Mr. Jahnke mailed questionnaires to 533 local churches of The Presbyterian Church of the U. S. A. which had one thousand or more members, and an additional 114 to CBAs who had attended the National Convention of the NACBA in Denver, Colorado. The information in his report was based on the replies from 72 churches employing CBAs. The questionnaire and the analysis of answers is included as Exhibit "J" in Appendix B.

The NACBA Committee sent questionnaires aimed at gaining insight into the work of in service CBAs and determining the particular areas in which CBAs have general responsibility. From the two hundred and fifty questionnaires sent, two hundred and eight responses were received. An analysis

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<sup>45</sup>Gust F. Jahnke, "Dissecting the Business Manager," Church Management, April, 1959, pp. 30-31.

<sup>46</sup>Report by Committee on Professional Training and Standards, NACBA National Conference, Tulsa, Oklahoma, July, 1961.

was prepared by the committee and is included as Exhibit "K" in Appendix B of this report.

From the information gathered, the NACBA Committee came up with a composite picture of "who and what" a CBA is. Their findings were very similar to those of the Jahnke report. The average CBA is a man about 48 years of age, having been employed for about five or six year on the present job. The membership of his church is about 2800 with 1500 enrolled in the church school and about 800 in average attendance.

They further found that he is most likely to be employed in a Methodist or Presbyterian Church, but could be in any major denomination such as Lutheran, Baptist, or Christian (Disciples of Christ). The annual budget of his church would be about \$262,000. The operating budget would be about \$137,000 annually. Benevolence and mission programs would take about \$64,000 while \$61,000 would be used to retire building debts.

Although he has been to college, where he majored in business administration with emphasis on finance or accounting, he is not a college graduate. The staff of his church has about 15 full-time workers and six part-time employees. His annual income from salary and allowances is somewhere near \$7,000.

His areas of responsibility with the church are fairly clearly defined. His primary responsibility is in the realm of finance, where he is directly concerned with keeping records, making reports, facilitating financial campaigns, building the preparation of the budget, controlling disbursements, and recording receipts. He has a rather thorough knowledge and understanding of fire and casualty insurance as it affects the church.

Both of these studies provide excellent descriptions of the work of CEAs but neither gives an indication as to the effectiveness of such employees. The design of the present study, described in the following chapter, was developed to determine the extent of impact a CEA has upon the total life of the church.

## CHAPTER IV

### RESEARCH DESIGN AND SAMPLE

A basic objective of this research was to discover whether churches employing professional Church Business Administrators differed significantly from similar churches which did not employ such specialists. The research design for the present study is based on the premise that professional Church Business Administrators, trained and experienced in the details of business management, will have an impact on the total life of the church.

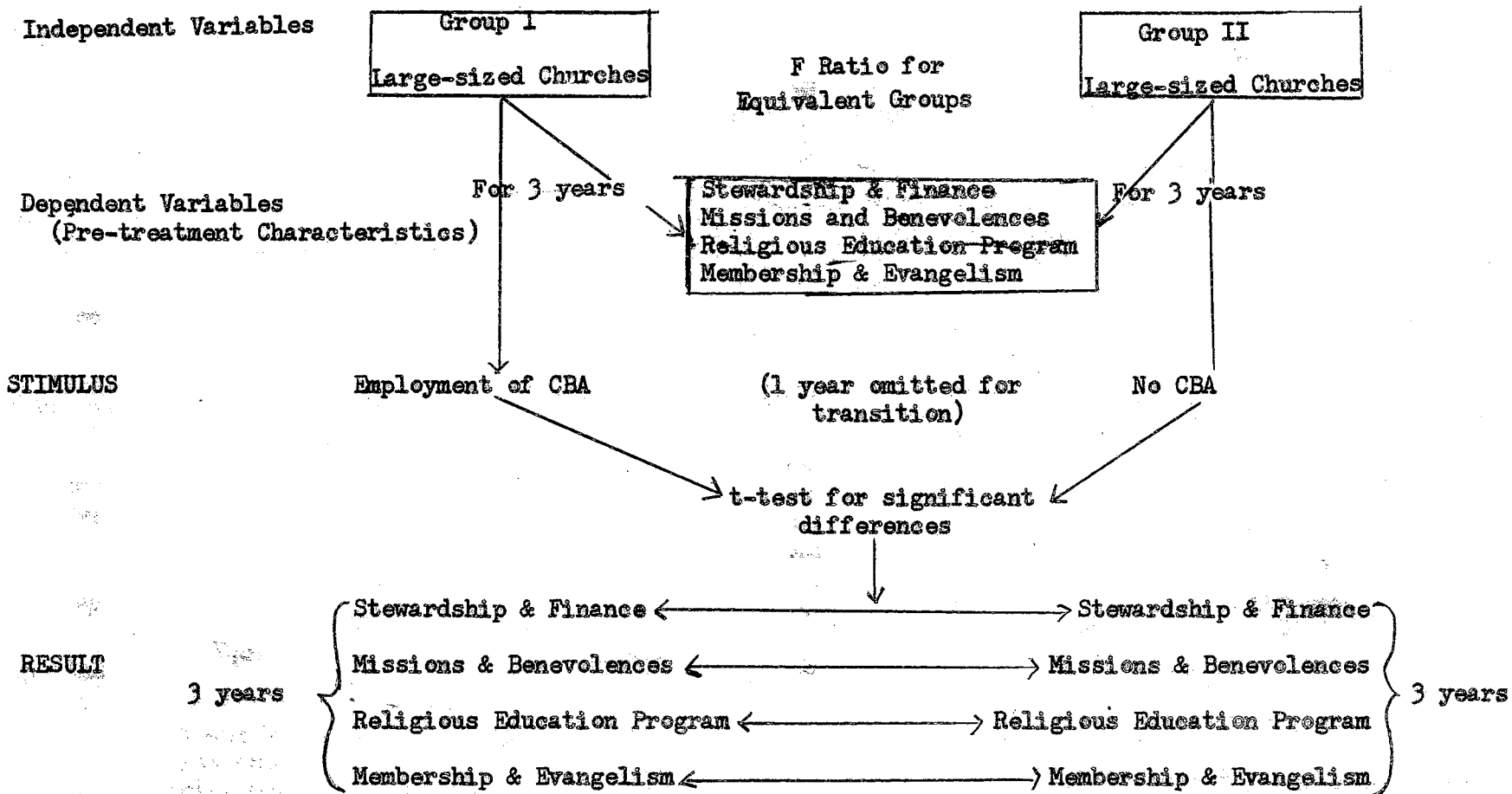
#### Design of the Study

The independent variables for the study consisted primarily of descriptive characteristics of the experimental churches and of the control churches prior to the employment of CBAs. The experimental churches used in the study had employed professional CBAs within the past three to six years while the control churches had no such employees. This period of time was established so that statistical data would be fairly current, i.e., no parts of it older than ten years. This also provided enough time lapse after the employment of a CBA to allow for his influence, if any, to be observable. The selection process for churches included in this study is described later in the chapter.

The dependent variables in the research design, shown in Figure 2, were the four major areas of concern for churches as discussed earlier in this report. These related directly to the objectives of the church.

FIGURE 2

THE MAJOR ELEMENTS OF THE RESEARCH DESIGN



Statistical data provided by each of the local churches through published journals were compared in each of the following areas:

1. Stewardship and Finance.
2. Missions and Benevolences.
3. Religious Education Program.
4. Membership and Evangelism.

This information was compared for a three year period prior to the employment of CBAs by the experimental churches to determine whether the groups were equivalent. The year in which the CBA was employed was omitted to allow for a time of transition. The next three years of data were treated statistically to determine whether significant differences had developed between the control group which did not employ CBAs and the group adding this staff member.

#### Criteria for Measurement

The criteria for measuring the dependent variables were data drawn from denominational journals from the years 1953 and through 1963. These were selected because of their pertinence to the areas of concern being measured and because of their general availability as well as the uniformity in reporting of these figures.

For Stewardship and Finance, the criterion was per capita giving to operating expenses by each congregation. Where available, the congregational per capita giving to local operating expenses by women's organizations was also used as a criterion for this area of concern.

For Missions and Benevolences, the criterion selected was per capita giving to benevolent causes by each congregation. Where available, the



congregational per capita contributions to work outside the local church by the women's organizations was also used.

For the Religious Education Program, Church School membership and Church School average attendance per thousand reported church members were the criteria of measurement.

For Membership and Evangelism, data from the following, based on per thousand reported members per congregation, were the measurement criteria:

1. New members on profession of faith.
2. New members by transfer from other congregations.
3. Membership losses due to transfers, removals, and deaths.
4. Number of baptisms.

#### Potential Intervening Variables

In a study of this type, a number of potential intervening variables have some effect not possible to control. Among these are the following possibilities:

1. Change in pastors and addition or loss of other staff personnel during the period studied.
2. Variation in competency among CBAs.
3. Population shifts materially affecting church statistics.
4. Possible change in economic conditions of the community.
5. Building campaigns which could disturb the regular financial pattern.
6. Special emphasis by some churches on their Religious Education program where the influence of the CBA is negligible.

The careful selection of experimental and control churches to insure representativeness of the sample tended to minimize these variables.

Also, a stable national economy during the general period studies offset the probability of a major disrupting economic condition.

#### Sampling Procedure

The design of the study made it necessary to select from the hundreds of large-sized churches in the nation a sample restricted to churches having employed CBAs for the first time within the past 3 to 6 years. These churches were then matched by an equivalent group of churches to serve as a control factor. The second group had never employed a CBA and served as a reference from which comparisons were made.

The three denominations from which the samples were selected were the Methodists, Presbyterians, and Christians (Disciples of Christ). These were chosen because of the thoroughness and uniformity of denominational reporting and the general availability of pertinent statistical data. Methodists and Presbyterians are among the leading employers of CBAs while the Christians (Disciples of Christ) represent a denomination with relatively few employed.

From a list of CBAs serving each of these denominations, names of those who had titles of "Church Business Administrator," "Church Business Manager," or closely related titles were selected for inclusion in the study. A letter was written to each of these to determine when each had become an employee of his church and whether there had been a CBA prior to his employment. Only those respondents who had been employed during the prescribed 3 to 6 years with their congregations and who had not been preceded by CBAs could be used in the study.

The CBAs were further asked to give careful thought in suggesting a control church within their denomination and general area to be used in

the study. They were asked to determine the church of their denomination and general geographical area most comparable to their own church based on the following criteria:

1. Size of congregation.
2. Total budget of church.
3. Comparable location (suburban, downtown, etc.)
4. Church School attendance.
5. Minister of comparable stature.

Thirty-two Methodist CBAs were contacted, twenty-four Presbyterians and nine Christians (Disciples of Christ). Of those responding, seventeen Methodists, nine Presbyterians and six Christians (Disciples of Christ) conformed to the requirement having employed a CBA within the prescribed 3 to 6 years without having had a CBA prior to that time. Rejected respondents were omitted because they had not been initially employed during the prescribed time, had been preceded by CBAs, or did not provide a comparable church for control study. Several omitted for the latter reason indicated that there were no comparable churches of their denomination in their general area.

#### Description of Sample

The sizes of the congregations used in the study varied from one with 1018 members to another showing a membership of 5915 with the others spread throughout the range. Table No. I shows the range and distribution of churches by membership size. Tables II through XI show the range and distribution of the various measuring criteria used in the study. Where no data was available for a particular criterion, "n.d." is reported on the table.

TABLE I  
SAMPLE CHURCHES BY TOTAL MEMBERSHIP

Size	Total			Total				
	Meth.	Presby.	Christian	Meth.	Presby.	Christian		
1000-1500	0	2	2	4	1	6	4	11
1501-2000	2	3	3	8	2	3	2	7
2001-2500	1	2	1	4	7	0	0	7
2501-3000	4	0	0	4	2	0	0	2
3001-3500	1	1	0	2	3	0	0	3
3501-4000	5	1	0	6	0	0	0	0
4001-Up	4	0	0	4	2	0	0	2
Total	17	9	6	32	17	9	6	32

TABLE II  
PER CAPITA GIVING TO OPERATING EXPENSES PER CONGREGATION

Dollars	With CBA			Total	Control			Total
	M	P	C		M	P	C	
10.01-20.00	5	00	n.d.	5	6	0	n.d.	6
20.01-30.00	8	0		8	8	0		8
30.01-40.00	3	1		4	3	3		6
40.01-50.00	1	1		2	0	0		0
50.01-60.00	0	3		3	0	4		4
60.01-70.00	0	2		2	0	1		1
70.01-80.00	0	1		1	0	0		0
Total	17	5		22	17	5		22

TABLE III

PER CAPITA GIVING TO OPERATING EXPENSES  
BY WOMEN'S ORGANIZATIONS  
PER CONGREGATION

Dollars	With GBA			Total	Control			Total
	M	P	C		M	P	C	
.01- .50	3	0	n.d.	3	4	0	n.d.	4
.51-1.00	7	1		8	4	0		4
1.01-1.50	2	2		4	6	2		8
1.51-2.00	4	0		4	2	3		5
2.01-2.50	1	2		3	1	0		1
Total	17	4		22	17	5		22

TABLE IV

PER CAPITA GIVING TO BENEVOLENCES  
PER CONGREGATION

Dollars	With GBA			Total	Control			Total
	M	P	C		M	P	C	
Under 10.00	8	0	0	8	12	0	3	16
10.01-15.00	3	0	4	7	3	0	2	5
15.01-20.00	1	0	1	2	1	2	0	3
20.01-25.00	4	3	0	7	0	3	0	4
25.01-30.00	0	4	0	4	0	1	0	1
30.01-35.00	0	2	1	3	0	3	1	4
Total	16	9	6	31	16	9	6	31

TABLE V  
 PER CAPITA GIVING TO BENEVOLENCES  
 BY WOMEN'S ORGANIZATIONS  
 PER CONGREGATION

Dollars	<u>With GBA</u>			Total	<u>Control</u>			Total
	M	P	C		M	P	C	
Under 1.00	3	n.d.	n.d.	3	2	n.d.	n.d.	2
1.01-1.50	2			2	5			5
1.51-2.00	5			5	8			8
2.01-2.50	5			5	2			2
2.51-up	2			2	0			0
Total	17			17	17			17

TABLE VI  
 CHURCH SCHOOL MEMBERSHIP  
 PER THOUSAND

Members	<u>With GBA</u>			Total	<u>Control</u>			Total
	M	P	C		M	P	C	
Under 300	1	0	0	1	1	0	0	1
301-400	1	22	0	3	1	1	0	2
401-500	4	1	0	5	2	2	1	5
501-600	3	5	1	8	5	1	1	7
601-700	1	0	4	5	3	1	2	6
701-up	7	1	1	9	5	3	2	10
Total	17	8	6	31	17	8	6	31

TABLE VII  
CHURCH SCHOOL AVERAGE ATTENDANCE  
PER THOUSAND

Members	With CBA			Total	Control			Total
	M	P	C		M	P	C	
Under 100	1	n.d.	n.d.	1	0	n.d.	n.d.	0
101-200	2			2	0			0
201-300	10			10	14			14
301-400	3			3	0			0
401-500	1			1	3			3
<b>Total</b>	<b>17</b>			<b>17</b>	<b>17</b>			<b>17</b>

TABLE VIII  
RECEIVED ON PROFESSION OF FAITH  
PER THOUSAND

New Members	With CBA			Total	Control			Total
	M	P	C		M	P	C	
11-20	4	0	2	6	4	1	1	6
21-30	8	1	1	10	10	2	2	14
31-40	0	6	2	8	2	4	3	9
41-50	5	0	1	6	0	1	0	1
51-Up	0	2	0	2	1	1	0	2
<b>Total</b>	<b>17</b>	<b>9</b>	<b>6</b>	<b>32</b>	<b>17</b>	<b>9</b>	<b>6</b>	<b>32</b>

TABLE IX  
RECEIVED BY TRANSFER  
PER THOUSAND

New Members	With GBA			Total	Control			Total
	M	P	C		M	P	C	
21-30	2	1	0	3	2	2	0	4
31-40	3	2	0	5	3	3	0	6
41-50	5	2	1	8	4	1	0	5
51-60	3	2	1	6	4	1	2	7
61-70	3	1	1	4	1	1	2	4
71-Up	2	1	3	6	3	1	2	6
Total	17	9	6	32	17	9	6	32

TABLE X  
MEMBERSHIP LOSSES PER THOUSAND

Members	With GBA			Total	Control			Total
	M	P	C		M	P	C	
31-40	1	0	n.d.	1	2	2	n.d.	4
41-50	3	0		3	1	3		4
51-60	4	4		8	3	1		4
61-70	5	1		6	4	0		4
71-80	1	1		2	3	2		5
81-Up	3	2		5	4	0		4
Total	17	8		25	17	8		25



TABLE XI  
BAPTISMS PER THOUSAND

Members	With CEA			Total	Control			Total
	M	P	C		M	P	C	
Under 20	n.d.	1	n.d.	1	n.d.	1	n.d.	1
21-25		1		1		2		2
26-30		2		2		3		3
31-35		3		3		0		0
36-Up		2		2		3		3
Total		9		9		9		9

The following chapter describes the statistical treatment applied to the collected data. It also reports the major findings of the study.

## CHAPTER V

### MAJOR ANALYSES AND STUDY FINDINGS

Primary data used in the study were drawn from the official journals of the respective denominations as explained in the previous chapter. This information was converted into units per thousand members of the individual congregations where the information was in units of members. Where the information was in units of dollars, it was converted into per capita dollars given by each congregation. Tables showing this in full detail are included in Appendix A of this report.

The criteria for measuring the dependent variables were the following data:

Per capita giving to operating expenses

Per capita giving by women's organizations to local operating expenses

Per capita giving to benevolences

Per capita giving by women's organizations to benevolences

Per thousand Church School membership

Per thousand Church School average attendance

Per thousand members received on profession of faith

Per thousand members received by transfer from other congregations

Per thousand membership loss

Per thousand baptisms

This information was classified according to the various criteria.

Detailed charts with this data are also included in Appendix A.

Appropriate statistical procedures were applied to the collected data to determine whether the difference in the mean scores was sufficiently great to be a significant difference or whether they were only chance occurrence. A difference was regarded as "significant" if it met the .05 level of confidence which means that 95 times out of a hundred this difference would not have been attributable to chance, and hence represented a true difference between the means. The difference was regarded as "non-significant" or chance when it appeared reasonably certain that it could easily have arisen from sampling fluctuations and implied no real or true difference between the means.

In this study, the F Ratio was utilized to furnish a comprehensive, over-all test of significance of difference in the variability of the groups prior to employment of the CBA. When the ratio fell below the .05 level, it was assumed that no significant difference existed in the means of the experimental and control groups prior to the employment of the CBA. Therefore the two groups initially could be regarded as being from the same population making it plausible to compare differences existing after the one group had employed CBAs. Should a significant difference be found, it could be attributable to the experimental variable, employment of a CBA.

Because the size of the groups was the same, the following F formula<sup>47</sup> was used:

$$F = \frac{x_{\text{larger}}^2}{x_{\text{smaller}}^2}$$

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<sup>47</sup>J. E. Wert, C. O. Neidt, J. S. Ahmann, Statistical Methods in Educational and Psychological Research, (New York, 1954), p. 134.

where  $x^2$  is the sum of squared deviations from the mean of the group.

In effect, the F Ratio is the relation between the sum of the deviations from the means of one group squared to the sum of the deviations from the means of the other group squared. The numerical expression was taken to F tables and was acceptable when found to fall within the .05 confidence level.

To further determine the comparability of the two groups, an inspection was made of the means and the standard deviations of the two groups. After it was determined that statistics prior to employment of CBAs represented equivalent groups, the t-test for significance of the difference between the means was applied to determine any significant differences between the groups.

The formula <sup>48</sup> for the t-test of equivalent groups is as follows:

$$t = \frac{M_e - M_c}{\sqrt{\frac{\sum d^2}{N(N-1)}}}$$

Where:  $M_e$  is the mean of experimental churches,

$M_c$  is the mean of control churches,

$d$  is the difference between the deviations of the paired churches from their respective means, and

$N$  is the number of paired churches in the calculation.

This formulation takes into account the standard error of the difference between the deviations from the mean for equivalent groups.

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<sup>48</sup>Ibid., p. 141.

### Major Findings of the Study

After application of the statistical treatment, the findings of this research were divided in the four areas of concern as described earlier in the report.

The major null hypothesis implied that there would be no significant difference in the means of selected criteria representative of these areas between churches employing professional Church Business Administrators and similar churches not employing CBAs. The alternative directed hypothesis implied that there would be a significant difference in mean averages under these conditions. The sub-hypotheses further implies how the means of each of the areas would differ when the experimental churches employed a Church Business Administrator.

Statistical findings in this research suggested that the major null hypothesis was untenable. Confirmation of the major directed hypothesis was implied through the findings for the sub-hypotheses.

#### Stewardship and Finance

Sub-hypothesis No. 1 dealt with Stewardship and Finance. It was specifically stated thus:

Churches employing CBAs will show an average per capita increase in expenditures for operating expenses significant to the .05 level of confidence when compared to similar churches without such employees.

Statistical findings as shown in Table XII indicate that among the churches included in this research, those employing CBAs had a significant increase in per capita giving to operating expenses when compared to similar churches without CBAs. Methodists showed a significance to the .05 level of confidence while the Presbyterians confidence level was .02.

Christian (Disciples of Christ) churches studied could not be included in this criterion as all expenditures were reported in one inclusive figure creating too wide a variation from year to year for realistic analysis of average per capita giving to local expenses. For those Methodist and Presbyterian churches used in the study, Sub-hypothesis No. 1 was confirmed.

TABLE XII  
STATISTICAL FINDINGS OF PER CAPITA GIVING TO OPERATING EXPENSES  
BETWEEN CHURCHES WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	1.20	1.04	n.d.
t-test	2.12	2.19	n.d.
Significance Level	.05	.02	n.d.

To further substantiate Sub-hypothesis No. 1, the contributions of women's organizations to operating expenses were analyzed when available. Although the CBA has no direct control over the work of women's organizations, their giving may be expected to reflect the general financial trends of the congregation. As shown in TABLE XIII, Methodist churches with CBAs showed a significant difference in average giving for local operating expenses over Methodist churches without CBAs at the .02 level of confidence. Presbyterian churches under these conditions showed significant differences to the .05 level of confidence. Christian churches had no information available in this criterion. For those Methodist and Presbyterian churches used in this study, Sub-hypothesis No. 1 was further confirmed by this finding.

TABLE XIII

STATISTICAL FINDINGS OF PER CAPITA GIVING BY WOMEN'S ORGANIZATIONS  
TO OPERATING EXPENSES BETWEEN CHURCHES  
WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	2.24	1.29	n.d.
t-test	2.86	2.71	n.d.
Significance Level	.02	.05	n.d.

Missions and Benevolences

Sub-hypothesis No. 2 related to the area of per capita giving to Missions and Benevolences. It was specifically stated as follows:

Churches employing CBAs will show an average per capita increase in mission and benevolent giving to the .05 level of confidence when compared to similar churches without such employees.

Statistical findings as shown in Table XIV indicate that among the churches included in this research, those employing CBAs had a significant increase in per capita giving to benevolent causes when compared to similar churches without CBAs. Methodists showed a significance to the .01 level of confidence while the Christian churches studied reached a confidence level of .02. Presbyterians although not significant, reached the .10 level of confidence. For purposes of this research, Sub-hypothesis No. 2 was confirmed.

To further substantiate Sub-hypothesis No. 2, the contributions of women's organizations to Missions and Benevolences were analyzed among the Methodist churches in the study. As shown in Table XV, Methodist churches with CBAs showed a significant difference in average giving by

TABLE XIV

STATISTICAL FINDINGS OF PER CAPITA GIVING TO  
MISSIONS AND BENEVOLENCES BETWEEN CHURCHES  
WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	1.93	3.56	1.68
t-test	5.02	1.82	3.76
Significance Level	.01	n.s.	.02

women's organizations to Missions and Benevolences over Methodist churches without CBAs to the .02 level of confidence. Presbyterian and Christian churches had no information available for this criterion. For at least the Methodist churches used in this study, Sub-hypothesis No. 2 was further confirmed.

TABLE XV

STATISTICAL FINDINGS OF PER CAPITA GIVING BY WOMEN'S ORGANIZATIONS  
TO MISSIONS AND BENEVOLENCES BETWEEN CHURCHES  
WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	2.40	n.d.	n.d.
t-test	2.46	n.d.	n.d.
Significance Level	.02	n.d.	n.d.



Religious Education Program

Sub-hypothesis No. 3 had reference to the Religious Education Program of the churches as measured by Church School membership and average attendance per thousand members. It was specifically stated as follows:

Churches employing CBAs will show no significant difference in average Church School membership or Church School attendance when compared to similar churches without such employees.

Statistical findings as shown in TABLE XVI indicate that among the churches included in this research, those employing CBAs had no significant difference in average per thousand Church School enrollment when compared to similar churches without CBAs. It was further found that the average membership among Methodists and Presbyterians was slightly lower in the experimental churches. Experimental Christian churches had a slightly higher Church School membership average but not significantly higher.

TABLE XVI

STATISTICAL FINDINGS OF CHURCH SCHOOL MEMBERSHIP PER THOUSAND  
BETWEEN CHURCHES WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	1.01	1.10	1.98
t-test	.73	1.48	.49
Significance Level	n.s.	n.s.	n.s.

Table XVII shows the findings among Methodist churches relative to average Church School attendance. Presbyterian and Christian churches did not provide information in this criterion. No significant difference was found among the Methodists. The slight increases found could easily

be attributed to chance or to sample fluctuations. Sub-hypothesis No. 3 was further confirmed by this finding.

TABLE XVII

STATISTICAL FINDINGS OF AVERAGE CHURCH SCHOOL ATTENDANCE PER THOUSAND  
BETWEEN CHURCHES WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	1.21	n.d.	n.d.
t-test	1.27	n.d.	n.d.
Significance Level	n.d.	n.d.	n.d.

#### Membership and Evangelism

Sub-hypothesis No. 4 related to the area of Membership and Evangelism as measured by changes in membership and baptisms. It was specifically stated as follows:

Churches employing CBAs will show no significant difference in per thousand increases in membership on profession of faith or by transfer from other congregations when compared to similar churches without such employees. Neither will there be a significant difference between the two groups in losses through transfer and removal or in number of persons baptized.

It was expected, however, that although no significant differences would appear in the data for Membership and Evangelism, there would be a perceptible increase favorable to churches with CBAs in these criteria to perhaps the .30 or .20 level of confidence. As shown in TABLE XVIII, no significant difference was noted in increases in members received on profession of faith. Data from Christian churches did not meet the F Ratio standard and were therefore rejected as having no pertinence in this study.

The Methodists and Presbyterians included in this study show slight tendencies toward increases. It may be that the three years covered in this study was not a long enough time to allow for significant differences to develop.

TABLE XVIII

STATISTICAL FINDINGS OF MEMBERS RECEIVED ON PROFESSION  
OF FAITH PER THOUSAND BETWEEN CHURCHES  
WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	2.38	1.22	6.42
t-test	1.09	1.54	.11
Significance Level	n.s.	n.s.	n.s.

TABLE XIX indicates no significant difference in average number of members received by transfer from other congregations. Christian churches included in the study showed a slight gain but Methodists and Presbyterians showed no gain at all.

TABLE XIX

STATISTICAL FINDINGS OF MEMBERS RECEIVED ON TRANSFER PER THOUSAND  
BETWEEN CHURCHES WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	1.07	2.40	1.73
t-test	.37	.06	1.17
Significance Level	n.s.	n.s.	n.s.

TABLE XX indicates only slight increases in average losses by transfer and removal among Methodist churches with CBAs as compared to similar churches without such employees. Christian church data was not available, but Presbyterians showed highly significant differences, to the .02 confidence level. Re-examination of Presbyterian raw data showed that several churches removed unusual numbers of members within a year or two following the employment of a CBA. This probably was the result of bringing the rolls up-to-date to reflect church membership accurately.

TABLE XX

STATISTICAL FINDINGS OF AVERAGE MEMBERSHIP LOSSES PER THOUSAND  
BETWEEN CHURCHES WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	1.36	2.43	n.d.
t-test	1.16	3.33	n.d.
Significance Level	n.d.	.02	n.d.

TABLE XXI

STATISTICAL FINDINGS OF AVERAGE BAPTISMS PER THOUSAND  
BETWEEN CHURCHES WITH CBAs AND CONTROL CHURCHES

	Methodist	Presbyterian	Christian
F Ratio	n.d.	3.68	n.d.
t-test	n.d.	.23	n.d.
Significance Level	n.d.	n.d.	n.d.

In TABLE XXI, the analysis of baptisms showed no significant difference between the groups. This information was available only for Presbyterian churches.

On the basis of these findings, it was concluded that for the churches included in this study, Sub-hypothesis No. 4 was confirmed.

The findings reported in this chapter indicate the differences which appeared between two groups of churches, one group employing a professional CBA while the other group did not. Chapter V provides an interpretation of the results through a summarization of the findings. Conclusions and implications relative to the findings and recommendations for further research will complete the content of this final chapter.

## CHAPTER VI

### SUMMARY AND INTERPRETATION OF RESULTS

This report presents a description of an investigation that was concerned with determining whether there is a significant measurable difference in the effectiveness of churches employing business administrators when compared to similar congregations without such employees. It is recognized that Church Business Administrators, trained and experienced in the field of business management, will have both direct and indirect impact upon the total life of the church. The major purpose of the study was to determine to what extent the churches with CBAs differed from those without CBAs in the four major areas of church concern, finance, benevolences, religious education, and evangelism.

The sample for the study consisted of churches having employed CBAs within the past three to six years matched with an equivalent group of large-sized churches without CBAs. Sixty-four churches were included in the study. In order to obtain a representative sample, these were taken from three denominations in 16 states distributed throughout the continental United States.

The data used for measurement of this study came from the official denominational journals from the year 1953 through 1963. Each of the major areas of concern was measured in pertinent criteria as outlined below:

1. Stewardship and Finance
  - a. Per capita giving to operating expenses
  - b. Per capita giving by women's organizations to operating expenses
2. Missions and Benevolences
  - a. Per capita giving to benevolences
  - b. Per capita giving of women's organizations to benevolences
3. Religious Education Program
  - a. Church School membership per thousand
  - b. Church School average attendance per thousand
4. Membership and Evangelism
  - a. Per thousand members received on profession of faith
  - b. Per thousand members received by transfer from other congregations
  - c. Per thousand membership loss
  - d. Per thousand baptisms

Statistical analyses of pertinent data were made for three years prior to the employment of CBAs by the experimental group to determine that the groups were equivalent. The year in which the CBA was employed was omitted from the study to allow for a transitional period. Statistical analyses were then made for the three years following employment of a CBA by the experimental churches to determine if any significant differences had developed between the two groups.

The statistics employed were the F Ratio to determine equivalence of the groups prior to employment of a CBA and the t-test to measure the significance of difference found between the groups after employment of a CBA.

## Summary of Findings

The null hypothesis which stated that no difference would be found between the groups was found to be untenable. The alternative directed hypothesis which implied that there would be significant differences under the stated conditions was confirmed by the findings of the four sub-hypotheses, each of which dealt specifically with one of the major areas of church concern.

Findings for Sub-hypothesis No. 1, dealing with Stewardship and Finance, showed significant differences between the two groups of churches among the Methodist and Presbyterian churches included in the study. The Christian (Disciples of Christ) churches provided no data for analysis in this area.

Findings for Sub-hypothesis No. 2, relative to Missions and Benevolences, showed significant differences between the groups in all of the three denominations studied.

No significant differences were found in the Religious Education Programs of the churches included in the study. This confirmed Sub-hypothesis No. 3.

In Membership and Evangelism, there were found slight differences between the two groups but not enough to be considered statistically significant. This was as expected in Sub-hypothesis No. 4, and thereby confirmed it.

## Conclusions

This study has employed a research design for measuring the effectiveness of Church Business Administrators and their impact upon the total life of the church. The major conclusions resulting from an interpretation



of the study findings are that when a large-sized church employs a professional Church Business Administrator it may expect:

1. A substantial increase in receipts providing for an expanded program of service.
2. More funds to be available for benevolent causes, helping others locally, nationally, and throughout the world.
3. No change in the Religious Education program as a CBA apparently has no effect in this area.
4. The minister to apply more of his time to the duties for which he is trained thereby deepening his ministry and expanding his evangelistic efforts.
5. More efficient and skillful management of available funds.

#### Suggestions for Further Study

The conclusions and implications for the present study suggest more refined and intensive investigations considering the following:

1. The premise that when ministers are relieved of their administrative burden they will apply the savings in time and energy to pastoral duties for which they are trained. A study should be undertaken to determine what ministers actually do with the time gained from release from administrative tasks. Do ministers continue to spend their time in areas not in keeping with the work for which they are trained?

2. The premise that when ministers are relieved of their administrative burden they will do better work on their pastoral duties. This implies that CBAs will over the long run have a significant indirect impact on ministerial efficiency. A longer study with more refined techniques of measurement would be of great value.

3. A proposed academic program for certified CBAs. There is a need for an investigation into the academic requirements for a well trained CBA along with the development of a curriculum of higher education to prepare young men for this specialized work.

#### Concluding Remarks

The job of Church Business Administrator is relatively new. Although the position has great promise, a great deal remains to be done toward establishing standards and in developing training programs which will lift the position to the status of a recognized profession.

Many of the large-sized churches of our land today, aggressively pursuing enlarged programs resulting in growth both in numbers and benefits to their membership, are beginning to realize that not only are there different functions to be performed within the church but there is a wide variance in the capacities of people to carry out these various functions. As the needs for specialized service arise, these churches recognize that the minister alone cannot perform them and that there is a need for a specialist to do the work. As emphasized throughout this study, the administrative tasks in the larger sized churches loom large and the employment of a professional CBA is at least a partial solution to the problem.

It is hoped that the data of this study will aid the members of the NACBA, prospective administrators, ministers, church boards, and other interested persons in better understanding the nature and importance of church business management and the work of the Church Business Administrator.

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**APPENDIX A**

TABLE XXII  
 COMPOSITE SUMMARY OF STATISTICAL FINDINGS  
 F RATIO, t-TEST, SIGNIFICANCE LEVEL

Criterion	Test	Methodist	Presbyterian	Christian
Giving to Operating Expenses	F	1.20	1.04	n.d.
	t	2.12	3.19	n.d.
	S	.05	.02	n.d.
Women's Organizations, to Operating Expenses	F	2.24	1.29	n.d.
	t	2.86	2.71	n.d.
	S	.02	.05	n.d.
Giving to Benevolences	F	1.93	3.56	1.68
	t	5.02	1.82	3.76
	S	.01	n.s.	.02
Women's Organizations, to Benevolences	F	2.40	n.d.	n.d.
	t	2.46	n.d.	n.d.
	S	.05	n.d.	n.d.
Church School Membership	F	1.01	1.10	1.98
	t	.73	1.48	.49
	S	n.s.	n.s.	n.s.
Church School Average Attendance	F	1.21	n.d.	n.d.
	t	1.27	n.d.	n.d.
	S	n.s.	n.d.	n.d.
Received on Profession of Faith	F	2.38	1.22	6.42
	t	1.09	1.54	.11
	S	n.s.	n.s.	n.s.
Received by Transfer	F	1.07	2.40	1.73
	t	.37	.06	1.17
	S	n.s.	n.s.	n.s.
Membership Losses	F	1.36	2.43	n.d.
	t	1.16	3.33	n.d.
	S	n.s.	.02	n.d.
Baptisms	F	n.d.	3.68	n.d.
	t	n.d.	.23	n.d.
	S	n.d.	n.s.	n.d.

TABLE XXIII  
 SUMMARY OF FINDINGS FOR METHODIST CHURCHES

Criteria	F Ratio	t-test	Significance
Giving to Operating Expenses	1.20	2.12	.05
Women's Organizations, to Operating Expenses	2.24	2.86	.02
Giving to Benevolences	1.93	5.02	.01
Women's Organizations, to Benevolences	2.40	2.46	.05
Church School Membership	1.01	.73	n.s.
Church School Attendance	1.21	1.27	n.s.
Gains on Prof. of Faith	2.38	1.09	n.s.
Gains by Transfer	1.07	.37	n.s.
Membership Losses	1.36	1.16	n.s.



METHODISTS

Per Capita Giving to Current Expenses

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	17.84	3.16	17.49	.64	19.70	6.37	20.37	2.54	3.83
2.	18.85	2.15	9.72	8.41	29.80	3.73	15.39	7.52	3.79
3.	16.01	4.99	17.21	.92	15.08	10.99	21.49	1.42	9.57
4.	18.46	2.54	10.41	7.72	25.63	.44	14.43	8.48	8.04
5.	12.78	8.22	17.04	1.09	19.34	6.73	25.57	2.66	4.07
6.	38.55	17.55	14.34	3.79	28.48	2.41	22.02	.89	1.52
7.	30.65	9.65	27.28	9.15	42.56	16.49	28.54	5.63	10.86
8.	17.07	3.93	16.78	1.38	19.61	6.46	19.49	3.42	3.04
9.	19.43	1.57	21.85	3.72	22.95	3.14	33.59	10.68	7.54
10.	15.31	5.69	23.38	5.25	11.29	14.78	37.13	14.22	.56
11.	18.36	2.64	14.57	3.56	22.09	3.98	12.78	10.13	6.15
12.	13.77	7.23	6.29	11.84	31.62	5.55	11.07	11.84	6.29
13.	22.92	1.92	18.45	.32	28.58	2.51	16.62	6.29	3.78
14.	27.70	6.70	19.27	1.14	31.60	5.53	28.58	5.67	.14
15.	23.56	2.56	21.44	3.31	40.00	13.93	27.52	4.61	9.32
16.	22.86	1.86	27.35	9.22	28.46	2.39	22.02	.89	1.50
17.	24.00	3.00	25.42	7.29	26.52	.45	33.01	10.10	9.65
M =	21.00		18.13		26.07		22.91		
$\Sigma x^2 =$	691.77		577.53		1052.01		943.03		$\Sigma d^2 = 662.41$
SD =	6.27		5.83		8.28		7.45		

F Ratio = 1.20

t-test = 2.12, significant to .05 level of confidence

METHODISTS

Women's Organization Giving to Local Expenses

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	.58	.53	.97	.07	1.43	.34	1.20	.15	.19
2.	.80	.31	1.67	.63	.82	.27	2.80	1.75	1.48
3.	.49	.62	2.32	1.28	2.14	1.05	1.74	.69	.36
4.	.36	.75	.33	.71	.66	.43	.10	.95	.52
5.	1.42	.31	.96	.08	.69	.40	.78	.27	.13
6.	.34	.77	2.17	1.13	1.17	.08	1.86	.81	.72
7.	1.45	.34	1.62	.58	.50	.59	1.00	.05	.54
8.	.35	.76	.28	.76	.20	.89	.30	.75	.14
9.	1.40	.29	.27	.77	.36	.73	.30	.75	.02
10.	1.36	.25	1.15	.11	1.54	.45	1.44	.39	.06
11.	1.48	.37	1.51	.47	1.90	.81	1.46	.41	.40
12.	.90	.21	.32	.72	1.88	.79	.59	.46	.33
13.	.90	.21	.50	.54	.71	.38	.82	.23	.15
14.	1.47	.36	.58	.46	.96	.13	1.11	.06	.07
15.	.54	.57	1.18	.14	.66	.43	.76	.29	.14
16.	4.57	3.46	1.38	.34	1.98	.89	1.15	.10	.79
17.	.46	.65	.43	.61	.87	.22	.37	.68	.46
M =	1.11		1.04		1.09		1.05		
$\Sigma x^2 =$	15.92		7.10		5.98		7.46		$\Sigma d^2 = 5.00$
SD =	.96		.65		.59		.66		

F Ratio = 2.24

t-test= 2.86, significant to .02 level of confidence

METHODISTS

Per Capita Giving to Benevolences

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_e$	$x_e$	$X_e$	$x_e$	$X_e$	$x_e$	
1.	5.45	3.80	6.59	.19	6.50	6.15	12.69	4.75	1.40
2.	11.01	1.76	4.84	1.91	15.43	2.78	5.37	2.57	.21
3.	5.37	3.88	3.69	3.06	3.23	9.42	5.98	1.96	7.46
4.	3.17	6.08	4.30	2.45	7.72	4.93	6.63	1.31	3.62
5.	10.98	1.73	3.58	3.17	13.02	.37	6.14	1.80	1.43
6.	4.88	4.37	4.36	2.39	7.32	5.33	5.95	1.99	3.34
7.	8.56	.69	3.88	2.87	11.91	.74	5.29	2.65	1.91
8.	8.49	.76	9.37	2.62	22.42	9.77	12.26	4.32	5.45
9.	23.78	14.53	18.01	11.26	23.03	10.38	16.07	8.13	2.25
10.	5.22	4.03	6.92	.17	7.42	5.23	6.41	1.53	3.70
11.	11.84	2.59	13.41	6.66	9.96	2.69	7.07	.87	1.82
12.	4.07	5.18	2.76	3.99	8.94	3.71	3.71	4.23	.52
13.	18.95	9.70	7.59	.84	20.86	8.21	12.23	4.29	3.92
14.	3.83	5.42	6.29	.46	7.01	5.64	8.58	.64	5.00
15.	7.49	1.76	8.91	2.16	14.92	2.27	9.36	1.42	.85
16.	13.92	4.67	2.66	4.09	22.74	10.09	3.35	4.59	5.50
17.	Not Used								
M =	9.25		6.75		12.65		7.94		
$\Sigma x^2 =$	501.98		259.32		645.41		196.62		$\Sigma d^2 = 210.99$
SD =	5.60		4.05		6.37		3.51		

F Ratio = 1.93

t-test = 5.02, significant to .01 level of confidence

METHODISTS

Women's Organizations Per Capita Giving to Benevolences

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	1.68	.00	1.73	.30	2.06	.28	1.79	.32	.04
2.	2.09	.41	1.52	.09	2.99	1.21	1.69	.22	.99
3.	1.71	.03	.83	.60	2.08	.30	1.05	.42	.12
4.	.32	1.36	1.12	.31	.52	1.26	1.30	.17	1.09
5.	2.34	.66	1.46	.03	2.31	.53	1.58	.11	.42
6.	1.11	.57	1.67	.24	1.41	.37	1.59	.12	.25
7.	.87	.81	.81	.62	1.43	.35	.95	.52	.17
8.	1.76	.08	2.18	.75	1.57	.21	2.08	.61	.40
9.	1.22	.46	1.82	.39	.99	.79	1.98	.51	.28
10.	1.36	.32	1.53	.10	1.54	.24	1.62	.15	.09
11.	1.48	.20	.80	.63	1.90	.12	1.01	.46	.34
12.	1.46	.22	1.27	.16	1.65	.13	1.42	.05	.08
13.	2.17	.49	1.40	.03	2.12	.34	1.74	.27	.07
14.	.48	1.20	1.25	.18	.52	1.26	1.28	.19	1.07
15.	2.37	.69	2.31	.88	2.11	.33	1.79	.32	.01
16.	4.45	2.77	.14	1.29	3.34	1.56	.15	1.32	.24
17.	1.64	.04	2.46	1.03	1.76	.02	2.05	.58	.56
M =	1.68		1.43		1.78		1.47		
$\Sigma x^2 =$	1367.47		567.69		876.36		440.08		$\Sigma d^2 = 4.34$
SD =	.89		.58		.72		.51		

F Ratio - 2.40

t-test = 2.46, significant to .05 level of confidence

METHODISTS

Church School Membership Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	721.6	101.4	532.9	125.3	711.1	117.7	539.3	78.8	38.9
2.	359.8	260.4	602.1	56.1	415.6	177.8	518.5	99.6	78.2
3.	215.3	404.9	1149.6	491.4	188.7	404.7	849.1	231.0	173.7
4.	356.0	264.2	506.7	151.5	391.8	201.6	481.9	136.2	65.4
5.	472.8	147.4	721.2	63.0	435.0	158.4	749.7	131.6	26.8
6.	535.7	84.5	900.8	242.6	533.1	60.3	872.6	254.5	194.2
7.	753.7	133.5	1109.7	451.5	724.0	130.6	811.7	193.6	63.0
8.	790.4	170.2	371.5	286.7	661.7	68.3	364.7	253.4	185.1
9.	1005.7	385.5	544.9	113.3	757.8	164.4	510.3	107.8	56.6
10.	585.6	35.6	586.4	71.8	560.9	32.5	198.2	80.1	47.6
11.	422.0	198.2	713.3	55.1	475.6	117.8	801.3	183.2	65.4
12.	732.9	112.7	421.8	236.6	806.8	213.4	408.9	209.2	4.2
13.	909.5	289.3	573.9	84.3	925.3	331.9	611.7	6.4	325.5
14.	921.4	301.2	506.2	152.0	864.2	270.8	541.9	76.2	194.6
15.	758.7	138.5	632.7	25.5	706.4	113.0	626.4	8.3	104.7
16.	423.1	197.1	868.3	210.1	411.6	181.8	600.0	18.1	163.7
17.	580.4	39.8	446.9	211.3	519.2	74.2	521.3	96.8	22.6
M =	620.2		658.2		593.4		618.1		
$\Sigma x^2 =$	823385.84		828804.55		622654.82		382800.24		$\Sigma d^2 = 310594.26$
SD =	220.07		220.80		191.40		150.08		

F Ratio = 1.01

t-test = .73, no significant difference

METHODISTS

Church School Attendance Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	316.7	49.6	244.1	38.8	326.1	69.7	243.9	32.2	37.5
2.	190.3	76.8	227.4	55.5	208.6	47.8	261.1	15.0	32.8
3.	87.1	180.0	481.8	198.9	85.6	170.8	426.4	150.3	20.5
4.	188.3	78.8	191.5	91.4	217.0	39.4	249.0	27.0	12.4
5.	235.9	31.2	301.1	18.2	215.1	41.3	284.5	8.4	33.9
6.	235.9	31.2	412.0	129.1	233.4	23.0	414.6	138.5	115.5
7.	322.9	55.8	553.7	270.8	295.2	38.8	410.3	134.2	95.4
8.	303.4	36.3	189.6	93.3	275.2	18.8	203.0	73.1	54.3
9.	450.3	183.2	249.4	33.5	333.9	77.5	239.8	36.3	41.2
10.	217.8	49.3	250.8	32.1	237.6	18.8	218.3	57.8	39.0
11.	165.9	101.2	289.1	6.2	190.9	65.5	266.8	9.3	56.2
12.	300.1	33.0	223.9	59.0	343.8	87.4	218.9	57.2	30.2
13.	324.7	57.6	206.4	76.5	295.2	38.8	228.0	48.1	9.3
14.	454.4	187.3	243.2	39.7	408.4	152.0	279.0	2.9	149.1
15.	261.8	5.3	250.1	32.8	247.1	9.3	237.3	38.8	29.5
16.	226.3	40.8	277.5	5.4	191.6	64.8	298.9	22.8	42.0
17.	258.8	8.3	218.2	64.7	253.4	3.0	214.1	62.0	59.0
M =	267.1		282.9		256.4		276.1		
$\Sigma x^2 =$	140829.89		169927.97		89154.17		83395.15		$\Sigma d^2 = 65316.68$
SD =	91.0		99.9		72.4		70.1		

F Ratio = 1.21

t-test = 1.27, significant to .30 level of confidence

METHODISTS

Received on Profession of Faith Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	25.7	10.5	18.7	10.4	21.1	7.2	15.9	9.6	2.4
2.	37.6	1.4	32.8	3.7	40.6	12.3	38.2	12.7	.4
3.	52.4	16.2	25.3	3.8	47.1	18.8	27.6	2.1	16.7
4.	34.5	1.7	23.3	5.8	19.9	8.4	21.8	3.7	4.7
5.	27.3	8.9	29.7	.6	25.4	2.9	26.7	1.2	1.7
6.	30.2	6.0	17.8	11.3	14.6	13.7	22.0	3.5	10.2
7.	46.6	10.4	31.1	2.0	40.2	11.9	22.8	2.7	9.2
8.	29.2	7.0	20.8	8.3	23.3	5.0	24.8	.7	4.3
9.	36.5	.3	68.3	39.2	28.1	.2	52.4	26.9	26.7
10.	26.8	9.4	23.4	5.7	25.5	2.8	26.2	.7	2.1
11.	41.3	5.1	25.3	3.8	46.6	18.3	31.8	6.3	12.0
12.	28.3	7.9	19.3	19.8	14.3	14.0	29.7	4.2	9.8
13.	24.4	11.8	24.1	5.0	21.5	6.8	19.1	6.4	.4
14.	21.2	15.0	67.3	38.2	23.5	4.8	21.4	4.1	.7
15.	20.7	15.5	27.5	1.6	27.9	.4	20.1	5.4	5.0
16.	119.8	83.6	23.2	5.9	50.2	21.9	19.3	6.3	15.6
17.	13.4	22.8	16.1	13.0	12.1	16.2	13.7	11.8	4.4
M =	36.2		29.1		28.3		25.5		
$\Sigma x^2 =$	8940.07		3741.09		2340.1		1339.67		$\Sigma d^2 = 1781.32$
SD =	22.9		14.8		11.7		8.8		

F Ratio = 2.38

t-test = 1.09, significant to the .30 level of confidence

METHODISTS

Received by Transfer Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_e$	$x_e$	$X_e$	$x_e$	$X_e$	$x_e$	
1.	54.1	4.8	74.8	14.6	35.7	14.1	66.6	14.7	.6
2.	30.7	28.2	41.5	18.7	28.9	20.9	50.6	1.3	19.6
3.	51.1	7.8	116.1	55.9	43.9	5.9	96.0	44.1	38.2
4.	48.0	10.9	52.3	7.9	56.4	6.6	27.0	24.9	18.3
5.	57.3	1.6	56.5	3.7	48.6	1.2	48.2	3.7	2.5
6.	72.0	13.1	90.9	30.7	54.6	4.8	74.6	22.7	17.9
7.	72.8	13.9	105.5	45.3	44.5	5.3	110.9	59.0	53.7
8.	73.4	14.5	49.3	10.9	52.0	2.2	31.4	20.5	18.3
9.	114.3	55.4	69.3	9.1	68.3	18.5	55.7	3.8	14.7
10.	36.6	22.3	36.5	23.7	27.0	21.9	41.7	10.2	11.7
11.	43.4	15.5	56.5	3.7	49.7	.1	45.3	6.6	6.5
12.	55.7	3.2	28.7	31.5	72.6	22.8	21.2	30.7	7.9
13.	58.8	.1	34.6	25.6	60.7	10.9	31.8	20.1	9.2
14.	118.8	59.9	43.4	16.8	97.3	47.5	52.0	.1	47.4
15.	42.0	16.9	49.7	10.5	40.5	9.3	54.2	2.3	7.0
16.	39.2	19.7	84.0	23.8	30.9	18.9	49.7	2.2	16.7
17.	33.9	25.0	33.6	26.6	34.5	15.3	35.7	16.2	.9

M = 58.9

60.2

49.8

51.9

$\Sigma x^2 = 10279.22$

11046.54

5165.96

9742.18

$\Sigma d^2 = 8841.63$

SD = 24.58

25.49

17.43

23.94

F Ratio = 1.07

t-test = .37, no significant difference



METHODISTS

Membership Losses Per Thousand

Pair	Before CBA				After CBA				
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	55.9	8.6	72.7	7.7	62.4	.8	74.6	7.1	6.3
2.	89.0	24.5	50.7	14.3	65.9	2.7	35.4	32.1	29.4
3.	123.4	58.9	35.3	29.7	69.9	6.7	95.7	28.2	21.5
4.	43.3	21.2	83.5	18.5	84.6	21.4	81.0	13.5	7.9
5.	47.4	17.1	56.0	19.0	65.1	1.9	66.8	.7	1.2
6.	53.3	11.2	48.3	16.7	63.0	.2	59.7	7.8	7.6
7.	57.6	6.9	63.1	1.9	55.3	7.9	61.8	5.7	2.2
8.	146.7	82.2	119.3	54.3	72.7	9.5	56.1	11.4	1.9
9.	69.5	5.0	122.8	57.8	59.2	4.0	61.9	5.6	1.6
10.	34.1	30.4	64.9	.1	48.7	14.5	111.2	43.7	29.2
11.	40.5	24.0	82.6	17.6	106.9	43.7	91.7	24.2	19.5
12.	55.9	8.6	32.1	32.9	90.2	27.0	26.2	41.3	14.3
13.	70.8	6.3	49.4	15.6	55.9	7.3	53.2	14.3	7.0
14.	66.9	2.4	61.2	3.8	32.0	31.2	71.6	4.1	27.1
15.	56.6	7.9	61.3	3.7	55.5	1.7	65.1	2.4	5.3
16.	47.0	17.5	70.9	5.9	47.0	16.2	89.1	21.6	5.4
17.	38.0	26.5	41.0	24.0	40.7	22.5	47.8	19.7	2.8

M = 64.5

65.0

63.2

67.5

$\Sigma x^2 = 14530.64$

10695.43

5386.74

7596.18  $\Sigma d^2 = 3784.80$

SD = 29.23

25.08

17.78

21.12

F Ratio = 1.36

t-test = 1.16, significant to .30 level of confidence

METHODIST RAW STATISTICS

Pair No. 1

Year				Average					Average	
	1954	1955	1956	Per Cap/Per M	1957	1958	1959	Per Cap/Per M		
Total Membership	E	2779	2839	2904		287	2891	2856		
	C	2235	2286	2333		2418	2427	2298		
Current Expenses	E	49666	39349	63016	17.84	73400	43246	53130	19.70	
	C	35586	35336	48987	17.49	46146	51037	48348	20.37	
Women's Organization, Local	E	1969	1585	1379	.58	608	10798	918	1.43	
	C	1433	3248	1989	.97	2465	4792	1331	1.20	
Benevolences	E	14730	14883	16847	5.45	21153	16910	17931	6.50	
	C	10166	21490	13277	6.56	43958	26647	20064	12.69	
Women's Organization, Benevolences	E	4253	4919	5111	1.68	6165	5504	6075	2.06	
	C	5479	4397	1948	1.73	4640	4792	3360	1.79	
Church School Membership	E	1933	2172	2045	721.6	2155	2139	1835	711.1	
	C	1117	1235	1301	532.9	1248	1344	1260	539.3	
Church School Attendance	E	855	920	924	316.7	947	939	925	326.1	
	C	498	575	600	244.1	624	580	538	243.9	
Received on Prof. of Faith	E	52	54	53	18.7	40	60	37	15.9	
	C	67	45	64	25.7	68	37	46	21.1	
Received by Transfer	E	149	179	133	54.1	35	162	111	35.7	
	C	154	188	171	74.8	218	150	108	66.6	
Membership Losses	E	182	173	121	55.9	152	203	183	62.4	
	C	128	182	188	72.7	201	178	154	74.6	

METHODIST RAW STATISTICS

Pair No. 2

Year				Average				Average	
	1955	1956	1957	Per Cap/Per M	1959	1960	1961	Per Cap/Per M	
Total Membership	E	4372	3970	4231		4190	4112	4301	
	C	2145	2232	2346		2508	2836	2929	
Current Expenses	E	89591	94766	95671	18.85	110517	117073	147984	29.80
	C	22997	28944	13424	9.72	33897	47733	45743	15.39
Women's Organization, Local	E	1973	6847	3092	.80	3120	2431	4825	.82
	C	2200	2875	6181	1.67	8574	7170	7500	2.80
Benevolences	E	58265	61955	43329	11.01	41247	78153	75055	15.43
	C	9608	10854	12080	4.84	11123	15585	17741	5.37
Women's Organization, Benevolences	E	9788	10969	10306	2.09	11080	14266	12353	2.99
	C	3407	3148	3678	1.52	4035	5124	4859	1.69
Church School Membership	E	2012	1648	1684	359.8	1577	1537	2124	415.6
	C	1284	1436	1330	602.1	1293	1510	1487	518.5
Church School Attendance	E	868	878	1081	190.3	880	885	864	208.6
	C	488	500	541	227.4	573	814	773	261.1
Received on Prof. of Faith	E	111	140	236	32.8	105	123	253	38.2
	C	83	82	88	37.6	89	118	129	40.6
Received by Transfer	E	106	159	191	30.7	80	129	155	28.9
	C	77	76	126	41.5	132	136	151	50.6
Membership Losses	E	455	701	166	89.0	281	330	219	65.9
	C	170	71	100	50.7	59	133	108	35.4

METHODIST RAW STATISTICS

Pair No. 3

Year		1956	1957	1958	Average		1960	1961	1962	Average	
					Per Cap/	Per M				Per Cap/	Per M
Total Membership	E	3846	3301	3281			3427	3336	3344		
	C	1199	1430	1815			1910	1973	2083		
Current Expenses	E	52100	54593	60355	16.01		63400	52015	37015	15.08	
	C	22930	23540	30007	17.21		49561	36485	42143	21.49	
Women's Organization, Local	E	2685	288	2109	.49		3399	9127	9127	2.14	
	C	3288	2952	4090	2.32		2301	5982	2125	1.74	
Benevolences	E	19971	17689	18321	5.37		12718	11390	8633	3.23	
	C	3040	6069	7311	3.69		8300	10799	16593	5.98	
Women's Organization, Benevolences	E	5884	5706	6262	1.71		8298	6536	6182	2.08	
	C	938	1328	1405	.83		1883	2071	2287	1.05	
Church School Membership	E	1040	700	505	215.3		665	668	574	188.7	
	C	1559	1735	1815	114.9		1909	1697	1460	849.1	
Church School Membership	E	350	276	282	87.1		284	292	289	86.5	
	C	605	754	782	481.8		862	850	832	426.4	
Received on Prof. of Faith	E	101	70	93	25.3		104	114	61	27.6	
	C	60	66	107	52.4		76	120	85	47.1	
Received by Transfer	E	209	170	154	51.1		166	173	105	43.9	
	C	141	208	167	116.1		168	190	215	96.0	
Membership Losses	E	235	785	267	123.4		171	378	158	69.9	
	C	30	42	84	35.3		134	247	190	95.7	

METHODIST RAW STATISTICS

Pair No. 4

Year		1953	1954	1955	Average		1957	1958	1959	Average	
					Per Cap	Per M				Per Cap	Per M
Total Membership	E	3936	4080	4320			4306	4106	4106		
	C	2299	2388	2232			1762	1721	1403		
Current Expenses	E	48492	66733	112557	18.46		98751	99677	121361	25.63	
	C	21802	27464	22760	10.41		26551	23533	20397	14.43	
Women's Organization, Local	E	790	947	2721	.36		5946	1109	1192	.66	
	C	1381	623	307	.33		337	28	108	.10	
Benevolences	E	11298	13011	14916	3.17		20343	31129	45169	7.72	
	C	10014	10353	9351	4.30		9154	10494	12756	6.63	
Women's Organization, Benevolences	E	3068	976	---	.32		2956	3540	---	.52	
	C	2110	2820	2818	1.12		2077	2158	2125	1.30	
Church School Membership	E	1536	1378	1478	356.0		1551	1647	1707	391.8	
	C	1117	1240	1149	506.7		852	830	673	481.9	
Church School Attendance	E	805	755	763	188.3		746	981	989	217.0	
	C	425	446	454	191.5		447	416	354	249.1	
Received on Prof. of Faith	E	80	96	112	23.3		118	94	61	21.8	
	C	110	102	27	34.5		32	41	24	19.9	
Received by Transfer	E	170	287	135	48.0		231	235	222	56.4	
	C	142	129	91	52.3		55	43	34	27.0	
Membership Losses	E	189	239	107	43.3		229	547	283	84.6	
	C	169	135	274	83.5		116	125	155	81.0	

METHODIST RAW STATISTICS

Pair No. 5

Year				Average				Average	
	1955	1956	1957	Per Cap/Per M	1959	1960	1961	Per Cap/Per M	
Total Membership	E	3180	3297	3456		3622	3751	3666	
	C	2933	3042	3197		3260	3256	3289	
Current Expenses	E	38687	43660	44628	12.78	69531	73702	70281	19.34
	C	33744	87312	35210	17.04	85229	51407	74076	25.57
Women's Organization, Local	E	4827	6380	2885	1.42	2674	2801	2096	.69
	C	2749	2253	3802	.96	3245	2732	1670	.78
Benevolences	E	34553	33572	40956	10.98	46350	50633	46769	13.02
	C	10118	10212	12491	3.58	21983	14742	23465	6.14
Women's Organization, Benevolences	E	7587	7386	8299	2.34	8224	7729	9497	2.31
	C	4031	4648	4726	1.46	4789	4678	6035	1.58
Church School Membership	E	1485	1590	1622	472.8	1707	1572	1532	435.0
	C	1928	2188	2549	721.2	2701	2332	2318	749.7
Church School Attendance	E	772	733	838	235.9	863	757	754	215.1
	C	791	961	1010	301.1	1008	909	872	284.5
Received on Prof. of Faith	E	56	81	132	29.7	84	102	109	26.7
	C	74	79	97	27.3	66	82	101	25.4
Received By Transfer	E	182	179	208	57.3	164	222	150	48.6
	C	152	177	188	56.5	144	143	186	48.2
Membership Losses	E	147	143	181	47.4	180	195	344	65.1
	C	145	147	130	46.0	172	229	254	66.8

METHODIST RAW STATISTICS

Pair No. 6

Year		1953	1954	1955	Average	1957	1958	1959	Average
					Per Cap/Per M				Per Cap/Per M
Total Membership	E	4887	5042	5152		5317	5421	5533	
	C	1729	1842	1994		2139	2150	2240	
Current Expenses	E	20653	225819	149212	38.55	161471	153193	148825	28.48
	C	23084	26160	29138	14.34	41992	47180	54601	22.02
Women's Organization, Local	E	1186	1768	2135	.34	2614	1890	14539	1.17
	C	1129	5103	5619	2.17	4204	6000	1974	1.86
Benevolences	E	21306	22703	29599	4.88	35287	34777	49114	7.32
	C	5930	8511	10385	4.36	9501	15756	13601	5.95
Women's Organization, Benevolences	E	6801	---	9980	1.11	9128	5150	8760	1.41
	C	2929	2984	3224	1.67	2901	3373	4127	1.59
Church School Membership	E	2724	3252	2103	535.7	3022	2624	3028	533.1
	C	1448	1655	1821	900.8	1886	1899	1912	872.6
Church School Attendance	E	1119	1166	1274	235.9	1272	1211	1314	233.4
	C	652	714	886	412.0	948	871	888	414.6
Received on Prof. of Faith	E	100	96	73	17.8	124	127	107	22.0
	C	39	50	76	30.2	34	18	43	14.6
Received by Transfer	E	407	350	329	72.0	277	277	335	54.6
	C	168	171	158	90.9	172	168	155	74.6
Membership Losses	E	221	291	292	53.3	395	300	300	63.0
	C	74	107	83	48.3	107	175	108	59.7

METHODIST RAW STATISTICS

Pair No. 7

Year		1956	1957	1958	Average Per Cap/Per M	1960	1961	1962	Average Per Cap/Per M
Total Membership	E	3081	3270	3376		3545	3604	3602	
	C	1301	1419	1593		1809	2044	2294	
Current Expenses	E	96510	95074	106520	30.65	156206	152623	148758	42.56
	C	39843	37523	40300	27.28	54621	51193	59666	28.54
Women's Organization, Local	E	5635	5598	2873	1.45	269	2110	3010	.50
	C	1120	1615	4259	1.62	2488	1847	1790	1.00
Benevolences	E	28568	25935	28761	8.56	40914	42999	44173	11.91
	C	5146	5564	6030	3.88	9404	10041	14716	5.29
Women's Organization, Benevolences	E	2320	2996	3137	.87	3777	5269	6336	1.43
	C	1169	1243	1075	.81	1988	1847	2026	.95
Church School Membership	E	2180	2516	2635	753.7	2656	2531	2597	724.0
	C	1500	1589	1697	1109.7	1448	1654	1888	811.7
Church School Attendance	E	1015	1071	1055	322.9	1074	1065	1035	295.2
	C	761	874	753	553.7	770	835	917	410.3
Received on Prof. of Faith	E	119	110	74	31.1	86	95	65	22.8
	C	30	109	62	46.6	47	92	108	40.2
Received by Transfer	E	252	264	192	72.8	183	141	154	44.5
	C	122	133	200	105.5	130	282	270	110.9
Membership Losses	E	215	185	160	57.6	197	177	221	55.3
	C	60	124	88	63.1	113	139	128	61.8



METHODIST RAW STATISTICS

Pair No. 8

Year				Average				Average	
	1954	1955	1956	Per Cap/Per M	1958	1959	1960	Per Cap/Per M	
Total Membership	E	2744	2780	2806	2825	2841	2851		
	C	4626	4700	4669	4453	4415	4460		
Current Expenses	E	42006	50067	50078	17.07	57613	63244	46157	19.61
	C	62200	73584	99061	16.78	56417	89816	113484	19.49
Women's Organization, Local	E	819	841	1287	.35	718	710	284	.20
	C	1469	999	1411	.28	920	2248	866	.30
Benevolences	E	20983	24355	25350	8.49	25548	127176	38232	22.42
	C	41681	44706	44798	9.37	68693	59193	35592	12.26
Women's Organization, Benevolences	E	5042	4789	4818	1.76	3227	4000	6153	1.57
	C	9685	10939	9950	2.18	9721	9745	8251	2.08
Church School Membership	E	2332	2317	1935	790.4	1809	2075	1752	661.7
	C	1568	1677	1954	371.5	1421	1701	1739	364.7
Church School Attendance	E	888	830	809	303.4	766	800	778	275.2
	C	945	857	852	189.6	800	901	1005	203.0
Received on Prof. of Faith	E	63	53	55	20.8	62	64	85	24.8
	C	168	124	116	29.2	76	93	141	23.3
Received by Transfer	E	227	186	198	73.4	188	125	130	52.0
	C	218	243	229	49.3	111	155	152	31.4
Membership Losses	E	792	203	227	146.7	241	173	205	72.7
	C	1000	293	376	119.3	314	186	248	56.1

METHODIST RAW STATISTICS

Pair No. 9

Year				Average				Average	
	1953	1954	1955	Per Cap/Per M	1957	1958	1959	Per Cap/Per M	
Total Membership	E	1249	1402	1548	1791	1906	2010		
	C	2186	2206	2213	3212	2352	2412		
Current Expenses	E	20735	29504	31359	19.43	39888	43328	47780	22.95
	C	45640	53057	45604	21.85	72203	71361	94136	33.59
Women's Organization, Local	E	1437	1068	3379	1.40	242	1200	661	.36
	C	573	1000	214	.27	340	900	862	.30
Benevolences	E	28222	32845	38791	23.78	42517	41958	46933	23.03
	C	32406	46995	39080	18.01	37815	36342	39589	16.07
Women's Organization, Benevolences	E	1364	1714	2062	1.22	1640	2072	1929	.99
	C	4051	4085	3902	1.82	5449	4262	4316	1.98
Church School Membership	E	1357	1463	1403	1005.7	1365	1483	1477	757.8
	C	1186	1262	1151	544.9	1301	1149	1161	510.3
Church School Attendance	E	561	643	687	450.3	653	601	652	333.9
	C	517	570	560	249.4	549	558	590	239.8
Received on Prof. of Faith	E	88	79	120	68.3	111	96	92	52.4
	C	85	91	65	36.5	63	81	55	28.1
Received by Transfer	E	184	137	159	114.3	122	121	147	68.3
	C	173	169	116	69.3	130	154	110	55.7
Membership Losses	E	96	63	113	69.5	101	102	135	59.2
	C	397	240	174	122.8	138	195	105	61.9

METHODIST RAW STATISTICS

Pair No. 10

Year				Average				Average	
	1956	1957	1958	Per Cap/Per M	1960	1961	1962	Per Cap/Per M	
Total Membership	E	2347	2411	2452		2526	2551	2515	
	C	3029	3032	2955		2377	2403	2397	
Current Expenses	E	38147	41572	30675	15.31	23596	25568	36535	11.29
	C	70272	64293	76245	23.38	90300	82749	92428	37.13
Women's Organization, Local	E	1502	1336	2674	.76	1216	1342	10570	1.73
	C	3083	2629	4659	1.15	3484	4020	2813	1.44
Benevolences	E	9392	12252	15970	5.22	11830	18432	26043	7.42
	C	20777	20475	21106	6.92	14725	16220	15055	6.41
Women's Organization, Benevolences	E	3166	3365	3295	1.36	4240	3553	3920	1.54
	C	4200	4565	4998	1.53	310	5799	5537	1.62
Church School Membership	E	1406	1402	1407	584.6	1467	1360	1429	560.9
	C	1952	1680	1655	586.4	1572	1664	1775	698.2
Church School Attendance	E	547	506	517	217.8	651	607	546	237.6
	C	801	682	778	250.8	557	520	490	218.3
Received on Prof. of Faith	E	68	58	43	23.4	76	53	70	26.2
	C	127	47	68	26.8	64	55	64	25.5
Received by Transfer	E	96	94	74	36.6	57	70	85	27.9
	C	125	104	100	36.5	110	108	81	41.7
Membership Losses	E	82	88	76	34.1	81	98	191	48.7
	C	192	148	245	64.9	510	137	151	111.2

METHODIST RAW STATISTICS

Pair No. 11

Year				Average				Average	
	1956	1957	1958	Per Cap/Per M	1960	1961	1962	Per Cap/Per M	
Total Membership	E	3626	2715	3816		3564	3666	3612	
	C	2992	3078	3097		2897	2937	2915	
Current Expenses	E	80692	61577	62623	18.36	75538	79705	84244	22.09
	C	42116	43240	38233	14.57	31390	40073	40377	12.78
Women's Organization, Local	E	3334	4119	2016	.85	4044	9627	9317	2.12
	C	4596	4441	4836	1.51	4682	4482	3592	1.46
Benevolences	E	42370	44533	45256	11.84	36428	38422	33166	9.96
	C	21153	46558	55286	13.41	18745	22039	21113	7.07
Women's Organization, Benevolences	E	5365	5381	5713	1.48	7308	6985	6349	1.90
	C	2406	2497	2426	.80	3275	2710	2882	1.01
Church School Membership	E	1453	1709	1547	422.0	1710	1799	1648	475.6
	C	2124	2226	2189	713.3	2419	2384	2208	801.3
Church School Attendance	E	597	636	618	165.9	597	741	732	190.9
	C	897	909	844	289.1	841	749	744	266.8
Received on Prof. of Faith	E	90	99	93	25.3	41	193	111	31.8
	C	140	128	111	41.3	135	146	127	46.6
Received by Transfer	E	178	148	158	43.4	186	211	142	49.7
	C	233	127	258	56.5	136	143	117	45.3
Membership Losses	E	144	158	150	40.5	550	302	307	106.9
	C	338	169	250	82.5	288	249	266	91.7

METHODIST RAW STATISTICS

Pair No. 12

Year				Average				Average	
	1956	1957	1958	Per Cap/Per M	1960	1961	1962	Per Cap/Per M	
Total Membership	E	1726	1768	1804		1765	1685	1794	
	C	1444	1509	1535		1587	1587	1590	
Current Expenses	E	18653	24633	29662	13.77	46903	55399	61115	31.62
	C	5677	11658	10892	6.29	10473	19389	22859	11.07
Women's Organization, Local	E	2210	438	2130	.90	2482	4082	3279	1.88
	C	520	347	591	.32	870	812	1138	.59
Benevolences	E	5272	7174	9102	4.07	12473	15326	19061	8.94
	C	2872	4130	5394	2.76	5727	3493	8455	3.71
Women's Organization, Benevolences	E	1485	2804	3431	1.46	2611	2947	3121	1.65
	C	1205	1956	2557	1.27	2255	2423	2094	1.42
Church School Membership	E	1411	1106	1366	732.9	1273	1531	1427	806.8
	C	575	650	667	421.6	641	603	704	408.9
Church School Attendance	E	541	540	509	300.1	568	621	614	343.8
	C	319	344	342	223.9	353	328	362	218.9
Received on Prof. of Faith	E	35	28	39	19.3	58	43	55	29.7
	C	41	48	38	28.3	38	13	17	14.3
Received by Transfer	E	72	114	109	55.7	98	113	150	72.6
	C	31	60	38	28.7	50	22	29	21.2
Membership Losses	E	84	100	112	55.9	121	256	96	90.2
	C	51	43	50	32.1	47	35	43	26.2

METHODIST RAW STATISTICS

Pair No. 13

Year		1954	1955	1956	Average		1958	1959	1960	Average	
					Per Cap/Per M					Per Cap/Per M	
Total Membership	E	3298	3371	3299			3414	3524	3585		
	C	2389	2414	2424			2402	2410	2131		
Current Expenses	E	70670	73396	84428	22.92		94167	101042	105576	28.58	
	C	35459	29911	67920	18.45		22451	36026	40306	16.62	
Women's Organization, Local	E	2204	4314	2478	.90		2597	2299	2570	.71	
	C	2034	867	714	.50		1066	2145	1672	.82	
Benevolences	E	60577	59247	69090	18.95		75007	73312	71144	20.86	
	C	15727	20106	19010	7.59		16113	23684	32871	12.23	
Women's Organization, Benevolences	E	6466	7736	7389	2.17		6778	7726	7793	2.12	
	C	3033	3547	3519	1.40		3133	3205	4036	1.74	
Church School Membership	E	2870	3008	3188	909.5		3165	3500	3072	925.3	
	C	1360	1343	1443	573.9		1274	1189	1172	611.7	
Church School Attendance	E	1005	1066	1166	324.7		1017	1073	1017	295.2	
	C	522	489	480	206.4		469	440	446	228.0	
Received on Prof. of Faith	E	78	78	84	24.1		93	61	47	19.1	
	C	61	62	53	24.4		34	45	49	21.5	
Received by Transfer	E	226	203	157	58.8		180	229	230	60.7	
	C	86	113	51	34.6		76	36	77	31.8	
Membership Losses	E	185	208	313	70.8		192	180	216	55.9	
	C	123	150	94	49.4		92	113	111	53.2	

METHODIST RAW STATISTICS

Pair No. 14

Year		1954	1955	1956	Average		1958	1959	1960	Average	
					Per Cap/Per M					Per Cap/Per M	
Total Membership	E	1374	1596	1828			2373	2550	2771		
	C	3000	3036	3038			3178	3139	3083		
Current Expenses	E	54000	56130	22760	27.70		83764	64131	95271	31.60	
	C	54822	63220	70802	19.27		90884	74918	102881	28.58	
Women's Organization, Local	E	1600	2609	2835	1.47		2038	2500	2877	.96	
	C	1965	1965	1750	.58		2142	2065	6200	1.11	
Benevolences	E	4898	7248	6248	3.83		13789	21800	18324	7.01	
	C	16966	22364	22334	6.29		24682	26985	28940	8.58	
Women's Organization, Benevolences	E	655	742	919	.48		1245	1596	1166	.52	
	C	4221	3957	4064	1.25		4210	2847	5009	1.28	
Church School Membership	E	1145	1582	1694	921.4		1984	2271	2394	864.2	
	C	1600	1609	1751	506.2		1598	1771	1725	541.9	
Church School Attendance	E	580	750	850	454.4		950	1000	1192	408.4	
	C	780	756	847	243.2		910	869	844	279.0	
Received on Prof. of Faith	E	78	153	92	67.3		58	65	42	21.4	
	C	63	71	74	21.2		90	80	51	23.5	
Received by Transfer	E	162	203	205	118.8		285	238	226	97.3	
	C	127	153	145	43.4		148	220	121	52.0	
Membership Losses	E	121	134	65	66.9		73	126	47	32.0	
	C	195	188	217	61.2		199	199	275	71.6	

METHODIST RAW STATISTICS

Pair No. 15

Year		1956	1957	1958	Average			Average Per Cap/Per M	
					Per Cap/Per M	1960	1961		1962
Total Membership	E	5499	5618	5679		5811	5815	5915	
	C	2975	3003	3040		3159	3169	3212	
Current Expenses	E	141197	125759	128773	23.56	225031	257728	218852	40.00
	C	52789	53527	87045	21.44	89204	89112	84246	27.52
Women's Organization, Local	E	3138	1796	4075	.54	4175	3723	3747	.66
	C	4919	2727	3025	1.18	3034	2229	1953	.76
Benevolences	E	35522	44258	46078	7.49	63276	77157	121325	14.92
	C	21343	23640	35332	8.91	26211	33904	29220	9.36
Women's Organization, Benevolences	E	3138	1796	4075	.54	4175	3723	3747	.66
	C	7057	7047	6731	2.31	5046	6440	5547	1.79
Church School Membership	E	4359	4189	4195	758.7	4219	4006	4166	706.4
	C	1840	2028	1838	632.7	2038	2036	1902	626.4
Church School Attendance	E	1476	1446	1475	261.8	1475	1452	1408	247.1
	C	731	749	776	250.1	830	724	710	237.3
Received on Prof. of Faith	E	127	158	177	27.5	118	116	119	20.1
	C	76	44	67	20.7	80	109	78	27.9
Received by Transfer	E	247	255	204	42.0	156	249	305	40.5
	C	154	145	149	49.7	220	142	155	54.2
Membership Losses	E	336	294	320	56.6	289	361	324	55.5
	C	213	161	179	61.3	190	241	190	65.1



METHODIST RAW STATISTICS

Pair No. 16

Year		1956	1957	1958	Average		1960	1961	1962	Average	
					Per Cap	Per M				Per Cap	Per M
Total Membership	E	1740	1781	1816			1806	1806	1815		
	C	1261	1490	1631			1735	1876	1786		
Current Expenses	E	35145	48352	38491	22.86		51971	55070	47418	28.46	
	C	33046	32500	54294	27.35		33539	43309	41976	22.02	
Women's Organization, Local	E	7867	14830	1716	4.57		---	3710	7040	1.98	
	C	1563	3130	1352	1.38		1780	1664	2736	1.15	
Benevolences	E	20184	24869	27214	13.92		38236	43646	41534	22.74	
	C	1930	4844	4885	2.66		6262	4423	7400	3.35	
Women's Organization, Benevolences	E	7257	8088	8396	4.45		5497	5943	6711	3.34	
	C	249	155	226	.14		197	209	411	.15	
Church School Membership	E	764	752	742	423.1		763	682	789	411.6	
	C	924	1390	1491	868.3		1055	1092	1090	600.0	
Church School Attendance	E	388	411	409	226.3		365	326	349	191.6	
	C	400	400	416	277.5		485	580	548	298.9	
Received on Prof. of Faith	E	34	45	45	23.2		39	26	40	19.3	
	C	195	155	175	119.8		100	123	48	50.2	
Received by Transfer	E	52	83	74	39.2		62	61	45	30.9	
	C	117	155	96	84.0		101	107	60	49.7	
Membership Losses	E	81	86	84	47.0		92	87	76	47.0	
	C	100	81	130	70.9		196	161	124	89.1	

METHODIST RAW STATISTICS

Pair No. 17

Year		1956	1957	1958	Average			Average	
					Per Cap/Per M	1960	1961	1962	Per Cap/Per M
Total Membership	E	3653	3718	3765		3783	3783	3866	
	C	5217	5220	5328		5328	5328	5328	
Current Expenses	E	71354	89135	106810	24.00	93002	116868	93406	26.52
	C	104068	126531	170174	25.42	163850	209872	153991	33.01
Women's Organization, Local	E	2371	1065	1730	.46	3125	1977	2664	.87
	C	2629	2143	2018	.43	1171	2515	2153	.37
Benevolences	E	131511	220171	139930	44.14	183214	161596	192313	46.98
	C	39612	48529	51246	8.84	55556	50587	48977	9.70
Women's Organization, Benevolences	E	7159	4506	6640	1.64	6916	6447	6716	1.76
	C	15756	9276	13774	2.46	6255	13802	13713	2.05
Church School Membership	E	2141	2099	2223	580.4	2134	1893	1909	519.2
	C	2164	2370	2511	446.9	2678	2866	2789	521.3
Church School Attendance	E	924	936	1022	258.8	948	948	1001	253.4
	C	1137	1150	1153	218.2	1140	1195	1088	214.1
Received on Prof. of Faith	E	40	84	55	16.1	66	37	54	13.7
	C	69	79	63	13.4	53	70	71	12.1
Received by Transfer	E	91	161	125	33.9	133	78	183	34.5
	C	172	121	237	33.6	189	196	185	35.7
Membership Losses	E	110	180	143	38.0	196	115	154	40.7
	C	157	297	192	41.0	242	266	256	47.8

TABLE XXIV

## SUMMARY OF FINDINGS FOR PRESBYTERIAN CHURCHES

Criteria	F Ratio	t-test	Significance
Giving to Operating Expenses	1.04	3.19	.02
Women's Organizations, to Operating Expenses	1.29	2.71	.05
Giving to Benevolences	3.56	1.82	n.s.
Church School Enrollment	1.10	1.48	n.s.
Received on Profession of Faith	1.22	1.54	n.s.
Received by Transfer	2.40	.06	n.s.
Membership Losses	2.43	3.33	.02
Baptisms	3.68	.23	n.s.

PRESBYTERIAN

Per Capita Giving to Operating Expenses

Pair	Before CBA				After CBA				d
	$\bar{X}_e$	$x_e$	$\bar{X}_c$	$x_c$	$\bar{X}_e$	$x_e$	$\bar{X}_c$	$x_c$	
1.	44.29	4.19	31.22	12.90	59.00	.57	37.92	10.63	10.06
2.	Not used.								
3.	34.07	14.41	28.08	16.04	36.37	22.06	33.66	14.89	7.17
4.	37.93	10.55	49.30	5.18	54.74	3.67	54.33	5.73	2.06
5.	55.84	7.36	49.27	5.15	67.33	8.90	51.95	3.40	5.50
6.	45.85	2.63	39.21	4.91	47.19	11.24	39.64	8.91	2.33
7.	50.97	2.49	55.36	11.24	57.39	1.04	54.73	6.18	5.14
8.	49.40	.92	57.79	13.67	67.51	9.08	64.36	15.81	6.73
9.	69.49	21.01	42.73	1.39	77.94	19.51	51.86	3.31	16.20
	M = 48.48		44.12		58.43		48.55		
	$\Sigma x^2 = 846.06$		816.29		1208.06		757.59		$\Sigma d^2 = 526.69$
	SD = 10.28		10.11		12.29		9.73		

F Ratio = 1.04

t-test = 3.19, significant to .02 level of confidence

PRESBYTERIAN

Women's Organization Giving to Local Expenses

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	.62	.96	1.35	.13	.78	.98	1.43	.20	.70
2.	Not used.								
3.	2.08	.50	1.42	.06	2.41	.65	1.85	.22	.43
4.	1.02	.56	1.93	.45	1.26	.50	1.87	.24	.26
5.	2.94	1.36	1.42	.06	2.96	1.20	1.59	.04	1.16
6.	1.24	.34	1.28	.20	1.37	.39	1.42	.21	.18
M =	1.58		1.48		1.76		1.63		$\Sigma d^2 = 2.12$
SD =	.83		.23		.25		.19		

F Ratio = 1.29

t-test = 2.71, significant to .05 level of confidence

PRESBYTERIAN

Per Capita Giving to Missions

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	12.04	19.85	15.61	9.13	29.12	15.40	22.16	7.50	7.90
2.	19.53	12.36	15.89	8.85	20.96	23.56	22.61	7.05	16.51
3.	14.96	16.93	12.51	12.23	25.22	19.30	16.60	13.06	6.24
4.	23.25	8.69	42.16	17.42	24.06	20.46	42.55	12.89	7.57
5.	20.33	11.56	23.93	.81	27.65	16.87	28.40	1.26	15.61
6.	23.12	8.77	16.66	8.08	29.89	14.63	21.17	8.49	6.14
7.	80.69	48.80	11.50	13.24	108.46	63.94	19.81	9.85	54.09
8.	75.21	43.32	49.30	24.56	112.02	67.50	51.96	22.30	45.20
9.	17.86	14.03	35.05	10.31	23.33	21.19	41.74	12.08	9.11
	M = 31.89		24.74		44.52		29.66		
	$\Sigma x^2 = 5574.38$		1565.44		11175.56		6946.15		$\Sigma d^2 = 4782.56$
	SD = 24.89		13.17		35.23		11.80		

F Ratio = 3.56

t-test = 1.82, significant to .10 level of confidence

PREBYTERIAN

Received on Profession of Faith Per Thousand

Pair	Before CBA				After CBA				d
	X <sub>e</sub>	x <sub>e</sub>	X <sub>c</sub>	x <sub>c</sub>	X <sub>e</sub>	x <sub>e</sub>	X <sub>c</sub>	x <sub>c</sub>	
1.	63.0	23.5	45.6	9.5	63.8	24.1	57.2	21.9	2.2
2.	71.8	32.3	31.7	4.4	56.2	16.5	35.2	.1	16.4
3.	33.5	6.0	23.2	12.9	40.0	.3	36.5	1.2	.9
4.	20.2	19.3	24.3	11.8	35.2	4.5	28.9	6.4	1.9
5.	40.9	1.4	72.5	36.4	39.9	.2	39.9	4.6	4.4
6.	52.8	13.3	35.2	.9	38.4	1.3	32.8	2.5	1.2
7.	27.2	12.3	41.9	5.8	21.5	18.2	43.8	8.5	9.7
8.	25.8	13.7	12.0	24.1	32.4	7.3	14.5	20.8	13.5
9.	20.6	18.9	38.7	2.6	30.3	9.4	29.3	.0	3.4
	M = 39.5		36.1		39.7		35.3		
	Σx <sup>2</sup> = 2879.07		2362.24		1348.02		1090.32		Σ d <sup>2</sup> = 586.92
	SD = 17.87		16.2		12.24		11.0		

F Ratio = 1.22

t-test = 1.54, significant to .20 level of confidence

PREBYTERIAN

Received by Transfer Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	62.1	7.2	44.0	10.7	35.9	15.2	35.1	16.4	1.2
2.	49.3	5.6	56.4	1.7	34.6	16.5	36.1	15.4	1.1
3.	48.8	6.1	40.9	13.8	44.9	6.2	20.1	31.4	25.2
4.	45.1	9.8	49.4	5.3	62.1	11.0	46.5	5.0	6.0
5.	25.9	29.0	45.8	8.9	23.8	27.3	28.5	23.0	4.3
6.	69.1	14.2	49.1	5.6	52.1	1.0	34.5	17.0	16.0
7.	89.5	34.6	32.6	22.7	98.5	47.4	143.1	91.5	44.1
8.	54.0	.9	49.3	5.4	49.8	1.3	51.6	.1	1.2
9.	50.6	4.3	125.2	70.5	57.7	6.6	68.3	16.8	10.2
	M = 54.9		54.7		51.1		51.5		
	$\Sigma x^2 = 2475.55$		5961.18		3701.03		10989.58		$\Sigma d^2 = 2998.47$
	SD = 16.59		24.97		20.28		34.90		

F Ratio = 2.40

t-test = .062, no significant difference



PRESBYTERIAN

Church School Enrollment Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	541.4	16.5	528.0	10.6	599.0	61.7	641.5	57.4	4.3
2.	671.0	146.1	326.2	212.4	445.2	92.1	400.6	183.5	91.4
3.	541.2	16.3	771.4	232.8	592.7	55.4	712.6	128.5	73.1
4.	470.8	54.1	426.0	112.6	596.5	59.2	598.5	14.4	44.8
5.	241.0	283.9	475.6	63.0	325.5	211.8	369.5	214.6	2.8
6.	500.1	24.8	505.8	32.8	377.7	159.6	448.5	135.6	24.0
7.	Not Used								
8.	645.4	120.5	650.5	111.9	770.9	233.6	702.8	118.7	114.9
9.	588.4	63.5	625.1	86.5	590.5	53.2	798.5	214.4	161.2
	M = 524.9		538.6		537.3		584.1		
	$\Sigma x^2 = 124576.71$		137149.42		146593.70		178184.19		$\Sigma d^2 = 55487.08$
	SD = 124.7		130.9		135.3		149.2		
	F Ratio = 1.10				t-test = 1.48, significant to .30 level of confidence				

PRESBYTERIAN

Losses by Transfer and Removal Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	50.1	5.3	65.4	11.0	70.4	5.5	77.5	27.0	21.5
2.	Not Used								
3.	26.3	18.5	33.5	20.9	51.5	13.4	29.3	21.2	7.8
4.	43.4	1.4	33.2	21.2	54.5	10.4	32.7	17.8	7.4
5.	53.6	8.8	90.3	35.0	55.5	9.4	46.2	4.3	5.1
6.	54.7	9.9	46.7	7.7	62.4	2.5	47.4	3.1	.6
7.	53.9	9.0	55.2	.8	93.5	28.6	70.5	20.0	8.6
8.	23.3	21.5	71.0	16.6	81.1	16.2	48.7	1.8	14.4
9.	53.3	8.5	40.1	14.3	50.6	14.3	52.1	1.6	12.7
M =	44.8		54.4		64.9		50.5		
$\Sigma x^2 =$	1163.25		2836.04		1697.47		1929.18		$\Sigma d^2 = 1046.83$
SD =	12.06		18.83		14.57		15.53		

F Ratio = 2.43

t-test = 3.33, Significant to .02 level of confidence

PREBYTERIAN

Baptisms Per Thousand Members

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	42.9	12.15	25.9	10.56	35.2	4.74	28.2	1.93	2.81
2.	29.0	1.75	27.3	9.16	36.0	5.54	17.9	12.23	6.69
3.	30.8	.05	39.9	3.44	31.6	1.14	39.1	8.79	7.65
4.	31.6	.85	28.4	8.06	34.4	3.94	26.3	3.83	.11
5.	23.1	7.65	38.1	1.64	19.1	11.36	28.2	1.93	9.43
6.	29.1	1.65	23.9	12.56	36.2	5.74	24.9	5.23	.51
7.	32.9	2.15	42.9	6.44	30.7	.24	41.2	11.07	.83
8.	29.1	1.65	24.7	11.76	27.8	2.66	25.1	5.03	2.37
9.	28.3	2.45	77.1	40.64	23.2	7.26	40.3	10.17	2.91
M =	30.75		36.46		30.46		30.13		
$\Sigma x^2 =$	613.59		2264.04		291.82		527.58		$\Sigma d^2 = 215.15$
SD =	8.3		15.86		5.7		7.65		

F Ratio = 3.68

t-test = .23, No significant difference

PRESBYTERIAN RAW STATISTICS

Pair No. 1

Year				Average				Average	
	1951	1952	1953	Per Cap/Per M	1955	1956	1957	Per Cap/Per M	
Total Membership	E	1022	1299	1428		1781	1766	1807	
	C	1203	1244	1256		1307	1316	1313	
Current Budget	E	46225	50257	69563	44.29	96776	104294	120713	59.00
	C	32422	40383	42790	31.22	42790	50007	56332	37.92
Woman's Organization,	E	424	852	955	.62	1300	1331	1625	.78
	C	1503	1927	1583	1.35	1893	1814	1915	1.43
Benevolences	E	7631	11426	26075	12.04	47753	53544	57521	29.12
	C	17175	19253	21374	15.61	27868	27616	31724	22.16
Church School Membership	E	444	750	836	541.4	1016	1137	1114	599.0
	C	572	665	718	528.0	805	865	855	641.5
Gains, Prof. of Faith	E	120	124	142	103.0	162	103	83	63.8
	C	61	59	59	45.6	66	88	71	57.2
Gains, By Transfer	E	110	56	67	62.1	64	74	58	35.9
	C	66	50	47	44.0	48	45	45	35.1
Membership Losses	E	89	39	60	50.1	109	186	89	70.4
	C	93	81	68	65.4	93	109	103	77.5
Baptisms	E	56	52	63	42.9	75	64	53	35.2
	C	22	38	36	25.9	38	41	32	28.2

PRESBYTERIAN RAW STATISTICS

Pair No. 2

Year		1954	1955	1956	Average		1958	1959	1960	Average	
					Per Cap/Per M					Per Cap/Per M	
Total Membership	E	3651	3827	3937			4030	4036	3926		
	C	1812	1394	1402			1391	1097	1089		
Current Budget	E	156224	161035	149813	40.91		212133	163065	129096	42.05	
	C	158291	103005	99618	78.30		102753	100805	96130	83.78	
Women's Organizations	E	5281	5536	5823	1.46		5816	7167	6959	1.66	
	C	5379	5161	5023	3.38		4855	5105	5218	4.24	
Benevolences	E	73401	68833	80683	19.53		76975	76190	100205	20.96	
	C	24041	22808	26370	15.89		24769	28102	27998	22.61	
Church School Membership	E	2664	2397	2598	671.0		2083	1566	1434	445.2	
	C	586	478	440	326.2		392	489	552	400.6	
Gain, Prof. of Faith	E	322	279	219	71.8		255	222	197	56.2	
	C	43	72	31	31.7		54	26	46	35.2	
Gains, By Transfer	E	265	160	138	49.3		142	145	128	34.6	
	C	89	70	101	56.4		50	48	31	36.1	
Membership Losses	E	212	220	217	56.9		153	138	205	41.3	
	C	52	51	78	94.6		85	322	44	89.5	
Baptisms	E	139	96	96	29.0		187	142	103	36.0	
	C	57	41	38	27.3		21	15	28	17.9	

PRESBYTERIAN RAW STATISTICS

Pair No. 3

Year		1952	1953	1954	Average		1956	1957	1958	Average	
					Per Cap	Per M				Per Cap	Per M
Total Membership	E	1812	1956	2051			2235	2274	2260		
	C	1454	1486	1488			1521	1528	1570		
Current Budget	E	64189	66098	67672	34.02		84579	79521	79863	36.37	
	C	41224	41896	41212	28.08		41500	48349	65653	33.66	
Women's Organizations	E	3435	3860	4974	2.08		5188	5721	5380	2.41	
	C	2035	2196	2079	1.42		2681	2645	3225	1.85	
Benevolences	E	21456	27635	38234	14.96		49276	53142	68298	25.22	
	C	16953	18279	20147	12.51		22946	26410	27306	16.60	
Church School Membership	E	914	1052	1183	541.2		1337	1354	1321	592.7	
	C	1164	1015	1237	771.4		1120	1061	1112	712.9	
Gains, Prof. of Faith	E	57	77	81	33.5		91	92	88	40.0	
	C	30	43	30	23.2		58	38	73	36.5	
Gains, By Transfer	E	67	131	87	48.8		114	91	99	44.9	
	C	51	49	37	40.9		35	31	27	20.1	
Membership Losses	E	53	49	51	26.3		64	119	166	51.5	
	C	52	47	50	33.5		53	44	39	29.3	
Baptisms	E	58	57	64	30.8		76	65	73	31.6	
	C	41	68	68	39.9		64	51	66	39.1	

PRESBYTERIAN RAW STATISTICS

Pair No. 4

Year		1954	1955	1956	Average		1958	1959	1960	Average	
					Per Cap/Per M					Per Cap/Per M	
Total Membership	E	1617	1642	1645			1703	1701	1828		
	C	1263	1329	1354			1565	1627	1645		
Current Budget	E	58030	63973	63991	37.93		75918	117761	92756	54.75	
	C	50416	69599	74514	49.30		74856	92181	95748	54.33	
Women's Organizations	E	1633	1610	1739	1.02		1971	2240	2372	1.26	
	C	2262	2848	2488	1.93		3068	3180	2819	1.87	
Benevolences	E	29009	28689	29892	17.86		36167	44682	41189	23.33	
	C	45952	56739	63656	42.16		61864	70209	73755	42.55	
Church School Membership	E	636	745	928	470.8		933	1039	1149	596.5	
	C	583	529	569	426.0		892	1002	1001	598.5	
Gains, Prof. of Faith	E	38	39	22	20.2		47	55	82	35.2	
	C	31	40	25	24.3		55	46	39	28.9	
Gains, By Transfer	E	72	72	77	45.1		75	100	150	62.1	
	C	55	76	64	49.4		75	89	61	46.5	
Membership Losses	E	68	65	80	43.4		55	139	91	54.5	
	C	42	41	48	33.2		41	60	56	32.7	
Baptisms	E	45	56	54	31.6		49	64	67	34.4	
	C	39	38	35	28.4		32	46	49	26.3	

PRESBYTERIAN RAW STATISTICS

Pair No. 5

Year				Average				Average	
	1957	1958	1959	Per Cap/Per M	1961	1962	1963	Per Cap/Per M	
Total Membership	E	1490	1492	1445		1439	1426	1418	
	C	1144	1197	1149		1179	1218	1189	
Current Budget	E	75693	84868	86852	55.89	87980	94059	106353	67.33
	C	54039	58684	59239	49.27	57097	61135	68067	51.95
Women's Organizations	E	4443	4341	4319	2.94	3868	4355	4472	2.96
	C	1381	1809	1750	1.42	1935	1822	1940	1.59
Benevolences	E	34004	34585	34346	23.25	32760	34408	35909	24.06
	C	25396	28025	30093	23.93	31330	40520	29980	28.40
Church School Membership	E	353	315	400	241.0	407	484	503	325.5
	C	549	629	482	475.6	410	441	474	369.5
Gains, Prof. of Faith	E	56	65	60	40.9	68	55	48	39.9
	C	90	103	60	72.5	60	46	37	39.9
Gains, By Transfer	E	46	39	30	25.9	43	35	24	23.8
	C	65	51	44	45.8	32	40	30	28.5
Membership Losses	E	56	77	104	53.6	102	86	50	56.5
	C	89	92	134	90.3	55	38	73	46.2
Baptisms	E	27	49	27	23.3	31	37	13	19.1
	C	44	42	47	38.1	45	34	22	28.2



PRESBYTERIAN RAW STATISTICS

Pair No. 6

Year		1955	1956	1957	Average		1959	1960	1961	Average	
					Per Cap/Per M					Per Cap/Per M	
Total Membership	E	1214	1193	1341			1361	1344	1380		
	C	1723	1701	1774			1881	1911	1902		
Current Budget	E	54478	54343	62991	45.85		63408	63905	65481	47.19	
	C	58881	72384	72551	39.21		74624	75157	75994	39.65	
Women's Organizations	E	1333	1600	1703	1.24		1709	1966	1914	1.37	
	C	2119	2153	2367	1.28		2674	2745	2682	1.42	
Benevolences	E	16163	24724	35318	20.33		33675	38740	40820	27.65	
	C	24904	28860	32830	16.66		39476	39370	41701	21.17	
Church School Membership	E	628	698	552	501.1		526	508	509	377.7	
	C	838	844	947	505.8		953	808	793	448.5	
Gains, Prof. of Faith	E	62	58	78	52.8		70	47	40	38.4	
	C	75	46	62	35.2		55	63	69	32.8	
Gains, By Transfer	E	67	76	116	69.1		85	65	63	52.1	
	C	112	49	94	49.1		83	53	61	34.6	
Membership Losses	E	41	133	31	54.7		88	107	60	62.4	
	C	82	94	67	46.7		60	82	128	47.4	
Baptisms	E	30	38	41	29.1		51	47	50	36.2	
	C	53	50	21	23.9		51	36	55	24.9	

PRESBYTERIAN RAW STATISTICS

Pair No. 7

Year		1956	1957	1958	Average		1960	1961	1962	Average	
					Per Cap	Per M				Per Cap	Per M
Total Membership	E	2768	2913	3113			3461	3446	3428		
	C	270	485	621			1027	1125	1223		
Current Budget	E	116290	180878	151118	50.94		184411	228382	180345	57.39	
	C	11744	27486	36944	55.36		73817	80652	97776	74.73	
Benevolences	E	52445	75328	75626	23.12		85218	120924	102759	29.89	
	C	2218	6110	7499	11.50		17624	19558	29684	19.81	
Church School Membership	E	1816	1847	1722	612.3		2078	2083	1979	594.0	
	C	160	448	691	944.0		897	1031	939	849.4	
Gains, Prof. of Faith	E	73	74	92	27.2		73	69	80	21.5	
	C	3	23	18	41.9		70	19	59	43.8	
Gains, By Transfer	E	265	247	275	89.5		289	303	274	98.5	
	C	72	219	150	320.5		173	176	134	143.1	
Membership Losses	E	130	176	167	53.8		207	387	372	93.5	
	C	17	27	32	55.2		46	97	95	70.5	
Baptisms	E	99	93	98	32.9		119	100	98	30.7	
	C	3	33	24	42.9		45	39	55	41.2	

PRESBYTERIAN RAW STATISTICS

Pair No. 8

Year		1952	1953	1954	Average		1956	1957	1958	Average	
					Per Cap	Per M				Per Cap	Per M
Total Membership	E	1870	2049	2136			2138	2183	2080		
	C	1140	1166	1099			1110	1118	1158		
Current Budget	E	82490	90618	126038	49.40		138841	142162	151720	67.51	
	C	64079	54214	78501	57.79		91399	95158	99094	84.36	
Benevolences	E	16330	138512	186281	80.69		349190	175611	169469	108.46	
	C	52497	49665	65722	49.30		55281	67184	53494	51.96	
Church School Membership	E	1069	1330	1509	645.4		1581	1776	1514	770.9	
	C	660	760	795	650.5		774	805	801	702.8	
Gains, Prof. of Faith	E	41	59	56	25.8		42	50	52	22.4	
	C	18	0	23	12.0		18	19	12	14.5	
Gains, By Transfer	E	93	107	127	54.0		81	102	136	49.8	
	C	69	72	27	49.3		51	50	74	51.6	
Membership Losses	E	45	0	96	23.3		121	107	291	81.1	
	C	82	46	117	71.0		58	61	46	48.7	
Baptisms	E	64	44	68	29.1		66	53	59	27.8	
	C	30	18	36	24.7		31	30	24	25.1	

PREBYTERIAN RAW STATISTICS

Pair No. 9

Year		1955	1956	1957	Average		1959	1960	1961	Average	
					Per Cap/Per M					Per Cap/Per M	
Total Membership	E	1466	1520	1536			1571	1649	1686		
	C	1023	1183	1307			1471	1525	1471		
Current Budget	E	78740	100792	136976	69.99		118659	126047	137688	77.94	
	C	44489	47919	57737	42.73		107125	112773	108330	71.86	
Benevolences	E	86138	117025	136976	75.21		165445	199498	184649	112.02	
	C	35917	40581	46660	35.05		55940	62611	72077	41.74	
Church School Membership	E	849	919	893	588.4		934	1011	952	590.5	
	C	683	600	913	625.1		1206	1267	1174	798.5	
Gains, Prof. of Faith	E	35	32	26	20.6		32	39	29	20.3	
	C	35	58	43	38.7		44	40	50	29.3	
Gains, By Transfer	E	56	96	77	50.6		91	105	87	57.7	
	C	163	148	129	125.2		131	98	83	68.3	
Membership Losses	E	80	74	87	53.3		103	66	79	50.6	
	C	47	46	48	40.1		67	84	87	52.1	
Baptisms	E	48	44	36	28.3		39	41	34	23.2	
	C	111	82	78	77.1		74	62	48	40.3	

TABLE XXV

## SUMMARY OF FINDINGS FOR CHRISTIAN (DISCIPLES OF CHRIST) CHURCHES

Criteria	F Ratio	t-test	Significance
Giving to Benevolences	1.68	3.76	.02
Church School Enrollment	1.98	.49	n.s.
Received on Profession of Faith	6.42	.11	n.s.
Received by Transfer	1.73	1.17	n.s.

CHRISTIAN

Giving to Benevolences Per Capita

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	30.46	16.16	26.09	15.17	14.62	6.47	4.56	9.22	2.75
2.	10.09	4.21	5.27	5.65	28.21	7.12	13.05	.73	6.39
3.	3.22	11.08	2.02	8.90	15.26	5.83	14.23	.45	5.38
4.	7.26	7.04	11.56	.64	11.26	9.83	6.40	7.38	2.45
5.	7.70	6.60	5.27	5.65	11.46	9.63	8.89	4.89	4.74
6.	27.10	12.80	15.29	4.37	45.75	24.66	35.55	21.77	2.89
M =	14.30		10.92		21.09		13.78		
$\Sigma x^2 =$	658.60		392.69		924.03		638.05		$\Sigma d^2 = 114.16$
SD =	10.47		8.1		12.41		10.3		

F Ratio = 1.68

t-test - 3.76, Significant to .02 level of confidence

CHRISTIAN

Enrollment in Church School Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	496.5	221.0	480.0	158.0	654.8	31.5	452.5	204.5	173.0
2.	742.8	25.3	499.2	138.8	634.8	51.5	600.6	56.3	4.8
3.	624.6	92.9	638.3	.3	650.4	35.9	538.9	118.1	82.2
4.	747.8	30.3	513.0	125.0	661.7	24.6	641.8	15.2	9.4
5.	792.3	74.8	1001.7	363.7	583.4	102.9	969.0	312.0	209.1
6.	901.0	183.5	695.7	57.7	932.5	246.2	739.3	82.3	163.9
	M = 717.5		638.0		686.3		657.0		
	$\Sigma x^2 = 98296.88$		195461.51		76741.32		163285.88		$\Sigma d^2 = 107383.26$
	SD = 128.0		180.5		113.0		165.5		

F Ratio = 1.98

t-test = .49, not significant.

CHRISTIAN

Received on Profession of Faith Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	27.3	5.7	38.4	1.9	19.0	10.5	28.5	.6	9.9
2.	33.8	.8	30.0	10.3	25.8	3.7	25.7	3.4	.3
3.	22.8	10.2	26.3	14.0	17.8	11.7	33.1	4.0	7.7
4.	33.3	.3	20.5	19.8	33.9	4.4	15.1	14.0	9.6
5.	43.8	10.8	62.8	22.5	49.7	20.2	37.5	8.4	11.8
6.	37.1	4.1	63.6	23.3	30.9	1.4	34.5	5.4	4.0
M =	33.0		40.3		29.5		29.1		
$\Sigma x^2 =$	270.71		1746.8		690.19		323.64	$\Sigma d^2 =$	404.79
SD =	6.72		17.06		10.72		7.34		

F Ratio = 6.42

t-test = .11, No significant difference



CHRISTIAN

Received on Transfer Per Thousand

Pair	Before CBA				After CBA				d
	$X_e$	$x_e$	$X_c$	$x_c$	$X_e$	$x_e$	$X_c$	$x_c$	
1.	91.1	5.4	86.6	5.7	74.8	5.9	60.0	4.8	1.1
2.	100.6	14.9	58.4	22.5	91.2	22.3	57.1	7.7	14.6
3.	55.3	30.4	69.8	11.1	45.3	23.6	61.9	2.9	20.7
4.	65.7	20.0	50.0	30.9	80.6	11.7	55.8	9.0	2.7
5.	114.2	28.5	130.1	49.2	52.1	16.8	77.9	13.1	3.7
6.	87.1	1.4	90.3	9.4	69.1	.2	76.4	11.6	11.4
	M = 85.7		80.9		68.9		64.8		
	$\Sigma x^2 = 2389.54$		4125.76		1508.23		477.91		$\Sigma d^2 = 795.01$
	SD = 19.96		26.22		15.85		8.92		
	F Ratio = 1.73				t-test = 1.17, significant to .30 level of confidence				

CHRISTIAN RAW STATISTICS

Pair No. 1

Year		1952	1953	1954	Average		1957	1958	Average	
					Per Cap	Per M			Per Cap	Per M
Total Membership	E	1979	2170	1943			2016	1823	1893	
	C	1315	1438	1520			1624	1436	1455	
Receive on Prof. of Faith	E	64	43	59	27.3		43	46	20	19.0
	C	46	73	45	38.4		49	55	25	28.5
Gains, By Transfer	E	170	185	200	91.1		171	126	132	74.8
	C	107	128	135	86.6		90	98	83	60.0
Church School Membership	E	903	903	1219	496.5		1349	1349	1055	654.8
	C	660	740	655	480.0		760	635	748	452.5
Benevolences	E	12422	89149	83998	30.46		32659	27503	23617	14.62
	C	21770	19420	70300	26.09		6493	3924	10108	4.56

CHRISTIAN RAW STATISTICS

Pair No. 2

Year		1955	1956	1957	Average			Average	
					Per Cap/Per M	1959	1960	1961	Per Cap/Per M
Total Membership	E	1822	1614	1651		1848	1819	1859	
	C	1559	1577	1525		1449	1514	1556	
Received on Prof. of Faith	E	55	61	57	33.8	51	50	42	25.8
	C	34	63	43	30.0	40	47	29	25.7
Gains, By Transfer	E	165	206	143	100.6	193	126	185	91.2
	C	86	94	92	58.4	90	86	82	57.1
Church School Membership	E	1247	1337	1211	742.8	1250	1146	1112	634.8
	C	787	824	716	499.2	865	919	930	600.6
Benevolences	E	12726	21597	17234	10.09	30929	73188	51818	23.21
	C	6708	9000	8844	5.27	9317	28292	31375	13.05

CHRISTIAN RAW STATISTICS

Pair No. 3

Year		1955	1956	1957	Average		1959	1960	1961	Average	
					Per Cap/Per M					Per Cap/Per M	
Total Membership	E	1969	2049	2109			2169	2179	2207		
	C	1295	1226	1018			1121	1168	1216		
Received on Prof. of Faith	E	38	57	45	22.8		39	37	41	17.8	
	C	38	33	22	26.3		44	48	24	33.1	
Gains, By Transfer	E	108	117	114	55.3		107	114	76	45.3	
	C	99	86	62	69.8		86	57	74	61.9	
Church School Membership	E	1302	1305	1220	624.6		1343	1401	1499	650.4	
	C	784	782	693	638.3		623	604	662	538.9	
Benevolences	E	9047	7565	3097	3.22		10159	35373	34199	15.26	
	C	1802	1772	3597	2.02		6244	16602	27040	14.23	

CHRISTIAN RAW STATISTICS

Pair No. 4

Year		1954	1955	1956	Average		1958	1959	1960	Average	
					Per Cap	Per M				Per Cap	Per M
Total Membership	E	1224	1272	1263			1363	1485	1594		
	C	1526	1527	1527			1566	1619	1650		
Received on Prof. of Faith	E	40	48	36	33.3		45	40	66	33.9	
	C	41	23	30	20.5		24	25	24	15.1	
Gains, By Transfer	E	98	82	67	65.7		135	117	106	80.6	
	C	76	88	65	50.0		78	112	80	55.8	
Church School Membership	E	982	903	926	747.8		942	986	1011	661.7	
	C	675	701	974	513.0		973	976	1154	641.8	
Benevolences	E	8583	8679	10010	7.26		11006	16373	22669	11.26	
	C	16284	19351	17313	11.56		11588	8533	10851	6.40	

CHRISTIAN RAW STATISTICS

Pair No. 5

Year		1954	1955	1956	Average		1959	1960	Average	
					Per Cap/Per M	1958			Per Cap/Per M	1958
Total Membership	E	977	1100	1188			1228	1272	1300	
	C	954	1127	1263			1301	1363	1469	
Received on Prof. of Faith	E	48	38	57	43.8		60	84	45	49.7
	C	97	53	60	62.8		54	53	48	37.5
Gains, By Transfer	E	108	135	130	114.2		87	42	69	52.1
	C	195	130	110	130.1		99	99	124	77.9
Church School Membership	E	737	845	1005	792.3		944	528	745	583.4
	C	746	1113	1490	1001.7		1325	1340	1340	969.0
Benevolences	E	5228	8212	11702	7.70		11090	16088	16400	11.46
	C	5352	5510	6767	5.27		7909	10697	18146	8.89

CHRISTIAN RAW STATISTICS

Pair No. 6

Year		1956	1957	1958	Average		1960	1961	1962	Average	
					Per Cap/Per M					Per Cap/Per M	
Total Membership	E	939	960	960			1002	1017	1018		
	C	1036	1199	1209			1243	1343	1380		
Received on Prof. of Faith	E	34	33	39	37.1		26	30	38	30.9	
	C	75	89	55	63.6		43	45	49	34.5	
Gains by Transfer	E	75	64	110	87.1		93	78	39	69.1	
	C	82	140	89	90.3		125	89	89	76.4	
Church School Membership	E	816	847	913	901.0		870	952	1010	932.5	
	C	790	803	803	695.7		994	990	948	739.3	
Benevolences	E	28479	29778	19241	27.10		59638	38963	40349	45.75	
	C	12152	17913	22216	15.29		59428	51291	30281	35.55	

**APPENDIX B**



## EXHIBIT "A"

JOB DESCRIPTION  
 Church Business Administrator  
 Southern California-Arizona Conference of  
 The Methodist Church

## GENERAL DUTIES:

The CBA should have a thorough knowledge of church government in general and his own church in particular.

Develop a thorough knowledge of the pastor's plans and all boards and committees in the church.

Coordinate Public Relations program of all facets of church life.

## I: Act as an Office Manager:

Manage all business affairs of the church in direct liaison with the ministers, directors, boards and committees concerned, and endeavor to maintain good rapport with them at all times.

Establish and maintain good office procedures and personnel relations. Keep abreast of all laws and regulations affecting church property.

## II: Supervise Personnel:

Work with proper committees and make a detailed outline of rules, duties, functions, privileges, etc., of all personnel.

Be responsible for training of personnel, distribution of work load and handling of personal problems arising out of the various jobs.

Be sufficiently familiar with all jobs to supervise adequately and to recommend intelligently on salary adjustments, promotions, etc.

## III: Supervise maintenance of records:

This should include records of personnel, equipment and all facilities in connection with the church.

## IV: Financial affairs:

Work closely with Finance Commission in establishing budgets and in raising necessary funds for church expenses and programs.

Implement long range financial programs, including funds through use of wills, bequests endowments, special gifts, etc.

Use proper procedures and records to account for receipt and disbursement of church funds. Also act as purchasing agent.

V. Food service in church:

Working with proper committees, establish rules to control all the varied factors relating to the handling of food, serving of meals and the use and maintenance of kitchen and dining room equipment.

VI. Maintenance and use of church property:

This should include all facilities and programming of their use. Rules should be set up that are clear and understood. One person should be responsible for a Master Calendar.

## EXHIBIT "B"

JOB DESCRIPTION  
Church Business Administrator  
Oaklawn Methodist Church, Dallas, Texas

Basic Function

The Business Administrator shall be responsible directly to the Pastor and indirectly to the Official Board and Pastoral Relations Committee for the efficient administration of the business matters of the church and the maintenance of church property, the direction of the church staff and as purchasing agent as shown in this organization chart.

Conditions of Employment

1. The normal hours of employment shall be observed--six days per week. However, it is recognized that this is a dedicated service and the incumbent will find it necessary to spend many hours in attendance at various meetings and in visitations outside the normal hours. Compensatory time off for hours beyond reasonable expectations may be arranged by mutual agreement with the pastor.
2. Annual paid vacation shall apply in accordance with the policy of other staff members.
3. Incumbent shall be expected to be a member of that church and be regular in attendance at worship and to support the church with his gifts and services as any other layman.
4. The incumbent shall be bonded by the church.
5. The salary for this position shall not be changed, except by mutual agreement, thirty days in advance of the new budget year.
6. Thirty days notice shall be given incumbent before severance and incumbent agrees to give the church like notice.

Duties and Responsibilities

1. Maintain the church financial records in good order according to established accounting practices.
2. Make periodic financial reports to Official Board.
3. Periodically review the status of pledges to church funds and inform members of their accounts. Recommend action to Financial Committee on delinquents.

4. Review all expenditures of church funds and approximate disbursement of authorized funds within the limits of the church budget.
5. Give administrative direction and detailed assistance to all fund-raising campaigns authorized by Official Board.
6. At the Pastor's direction, correlate the efforts of any group, or groups within the church to coincide with the desires of the Pastor and the Official Board.
7. The incumbent is a member ex-officio of the Official Board and must have the qualifications required of any member of the Official Board.

#### Membership Records

1. Be responsible for maintaining the church membership records in good order to the end that church membership is accurately known, new members are recorded, transfers, withdrawals, births and deaths are recorded, changes of addresses are obtained and recorded.
2. Recommend changes, additions, or deletions of church membership records to the pastor.
3. Using such information services as are available (including Sunday School rolls) make every effort to record new Methodist families in the area served by the church.
4. Make periodic lists of new families for the Pastor and Committee on Membership and Evangelism for the purpose of visitation.
5. Record the results of Pastoral and Committee visitation and recommend further action to the pastor.

#### Church Property and Equipment

1. Maintain all church property in good condition authorizing necessary repairs to be done in the most economical manner and within the limitations of the church budget.
2. Report to the Pastor and Board of Trustees any extraordinary maintenance required and make recommendations for action to be taken.
3. Direct the church custodians to see that the church buildings and ground are maintained to standards of cleanliness and appearance that befits the status of this church in the community.

4. Schedule the use of church facilities to groups or organizations that are approved by the Official Board. Recommend procedures and rules for the use of church property and see that all groups conform to the rules. In cases of conflict, the administrative assistant's decisions are final and subject to change only by the pastor.
5. Establish and maintain an accurate inventory of all church equipment (furniture, fixtures, athletic equipment, etc.) maintain adequate supplies of expendable items. Recommend new capital investments.

#### Personnel

1. Supervise the activities of the church staff as shown in the Organization Chart.
2. Handle all personnel matters of the church staff, such as scheduling vacations, setting hours of work, making recommendations to the pastor for promotions or discipline or granting of extraordinary privileges, etc.
3. See that the church staff is adequately covered by unemployment insurance, social security benefits or other benefits to which they are entitled.
4. Make recommendations to the pastor for general changes, additions or deletions to the staff.
5. Assist pastor by having knowledge of capable persons to substitute for or replace Religious Educational Director, Choir Director, organist, etc.
6. Handle all routine requests for small financial assistance and consult with pastor on unusual cases.

## EXHIBIT "C"

JOB DESCRIPTION  
CHURCH BUSINESS ADMINISTRATOR  
First Christian Church, Oklahoma City, Oklahoma

## 1. Objective of Position:

To administer the business affairs of the Church efficiently under the policies laid down by the Official Board and in such a manner that the work and desires of the Church Ministry and the Official Board will be most fully served and advanced.

## 2. Description of Duties:

## a. Financial

- (1) Receives, disburses, and accounts for all Church monies in accordance with the established accounting principles and practices.
- (2) Develops budgets and reports for and with the Financial Committee.
- (3) Prepares and presents monthly and year-end financial reports to the Official Board.
- (4) Deposits Church funds in approved banks.
- (5) Administers all trust funds.
- (6) Issues all checks.
- (7) Places all insurance.
- (8) Coordinates and mobilizes staff for maximum support of stewardship drives and education.

## b. Administrative.

- (1) Recruits, employs, directs and supervises all non-Ministry or non-professional employees (includes custodial, kitchen, housekeeper, and maintenance help. Performs these functions in regard to secretarial help in consultation with the professional staff.)
- (2) Coordinates the work schedules of all employees for efficient service and use of time, as well as the handling of peak or unusual work loads.
- (3) Supervises proper and economical maintenance of all Church property within budgeted funds.

- (4) Schedules the use of all Church facilities.
- (5) Maintains Church membership records in such manner that additions, transfers, withdrawals, and addresses of all, and other pertinent facts are accurately and promptly reflected in the Church rolls.
- (6) Regularly recommends appropriate changes in the Church rolls.
- (7) Supervises production and proper distribution of all Church material developed to inform, aid, or train. (i.e. Church bulletins, brochures, mimeographed material, etc.)
- (8) Dismisses employees for cause but in the case of secretarial help with the concurrence of the Ministry staff member for whom the individual principally works.
- (9) Develops and recommends appropriate standards, procedures, and changes thereto of employment, work performance, and utilization of Church facilities.

e. Church Clerk

- (1) Maintains membership rolls as outlined above, issuing letter of transfer as required.

d. General

- (1) Chief administrative officer of the Church providing the services necessary to enhance and insure success of activities meanwhile supporting strongly the total program of the Church and having the same continuing broad concern for the well being and progress of the Church as does the Minister.
- (2) Maintain harmonious relations with membership, staff, councils, and lay workers.
- (3) Maintains roll of Elders and Deacons with accurate record of years which elected.
- (4) Seeks constantly to develop improved methods, procedure, or programs and makes recommendations concerning such matters.
- (5) Is a member ex officio of all standing committees and executes their programs whenever so directed.

e. General Characteristics:

Career man in this field, with proven ability willing to use this skill in supporting the Ministerial staff and the Church's total program and the ability to work with people under difficult positions.

Reputation for sound judgement and decision making ability.

Unquestioned integrity.

Willing to study and improve himself in areas of his knowledge and skill which need strengthening.

Understanding of and respect for established organization without inflexibility or lack of common sense.

Confidence without egotism, a doer not a dreamer, an organizer and planner, not a Simon Legree, and a person who will find rich satisfactions in this service role.



## EXHIBIT "D"

JOB DESCRIPTION  
CHURCH BUSINESS ADMINISTRATOR  
First Christian Church, Tulsa, Okla.

His duties are, of course, caring for the business end of the church affairs. Some of the details follow:

1. To work with the Stewardship and Finance Committee in planning and executing any and all finance drives.
  - (a) To know the budget and expend the church's money in accordance with same under the direction of the Stewardship Committee. To also countersign checks.
  - (b) To have maintained a set of books which will at all times reflect the financial conditions of the church.
  - (c) To personally make or personally OK all purchases.
2. To work with the Property Committee in the supervision, care and maintenance of all property owned by the church, including parsonages. To look after the insurance needs and keep all property properly insured.
3. General: To do anything and everything in his power to protect the pastor by freeing his time to perform the more important pastoral duties. A good administrator will do this in such a way that he is hardly recognized on the scene at all. He is, of course, administratively responsible for the pastor for each and every thing that he does. He MUST work closely with the pastor keeping him informed at all times of plans and progress, but sparing his pastor the details in order to free as much as possible of the pastor's time for the overall leadership responsibilities which are his.

## EXHIBIT "E"

## JOB DESCRIPTION

Church Business Administrator  
East Dallas Christian Church, Dallas, Texas

1. Supervise or actually do the necessary bookkeeping and recording of financial matters. This will include recording of all the receipts and disbursement.
2. Act as purchasing agent--to correlate all buying and see that duplication and waste is held to a minimum.
3. Be responsible for the general maintenance and housekeeping of the church plant.
4. Establish and maintain the general office procedure and supervise all secretarial help. He shall usually decide when extra help is needed and do the employing.
5. Work very closely with stewardship department. Usually, he will set in motion most of the plans and programming for the underwriting of the budget and also for the follow-up and "collection" of it.
6. Supervise the operation of the church kitchen and dining room. Employing of personnel and the purchasing will be done under his direction.
7. Direct the setting up and maintainance of all church records, including membership.
8. Keep or be responsible for keeping the calendar of all church-related events, particularly those taking place at the church buildings.
9. Maintain a constant, close relationship with the pastor, who is primarily responsible for the complete administration of the total church program. The business manager should bring to his attention all matters pertaining to policy or co-ordination between departments and personnel.

## EXHIBIT "F"

JOB DESCRIPTION  
Church Business Administrator  
Montview Boulevard Presbyterian Church, Denver, Colorado

Responsibilities and duties of the Business Administrator and the Business Office:

Generally speaking, the broad areas of responsibility include:

- A. Finance--income, budget, disbursements.
- B. Maintenance of properties and equipment.
- C. Purchase and supplies.
- D. Insurance.
- E. Unspecified general supervision.

Duties directly assigned to the business administrator are:

- A. Ex-officio, a member of the budget committee.
- B. Ex-officio, a member of the board of trustees and responsible to the board for the operation of the financial program of the church.
- C. Supervision of the pledge accounts.
- D. Program of follow-ups and remittances to avoid a major default in pledge receipts.
- E. Direct and indirect preparation of the financial reports to the board of trustees, the session and the budget committee.
- F. Joint responsibility in the preparation of miscellaneous contracts pertinent to the properties and appurtenances.
- G. Purchase of general supplies, both direct and by recommendation of authorized persons or committees.
- H. Approval of invoices and general bookkeeping incidental thereto.
- I. Joint responsibility relative to the investigation of over-expanded budgeted accounts.
- J. Constant supervision of insurance matters, inspections and preparation of claims incidental thereto.

## EXHIBIT "G"

CODE OF ETHICS<sup>1</sup>

The National Association of Church Business Administrators presents this Code of Ethics to outline clearly the conduct which a church administrator should follow in carrying out his professional duties whether they be related to the pastor, fellow staff members, church membership or the general public.

Because of the unique position of a church business administrator, ethics play a vital role in the cast of standards appropriate for this important responsibility in the church.

It should be kept in mind that the code is aimed primarily at upholding and strengthening the church business administrator as a full-fledged member of a learned profession or calling.

The church business administrator should remind himself constantly that the basic system of self regulation governing the ethical conduct of any business or profession, with the addition of stronger emphasis on the high ethical characteristics of his role in the church.

With the foregoing as generalizations, the committee proposes the following as Standards of Ethical Practice:

1. The church business administrator should be spiritually committed to his job as a Christian vocation.
2. He should live an exemplary Christian life which will bring honor to his church and respect to himself.
3. He should be vigorous, alert and temperate, a strong man striving to have all his powers at their best.
4. He should maintain a pleasant attitude and develop a facility for meeting the public and communicating with those whom he serves.
5. He should guard confidential information and treat every member in the church equally fair regardless of his giving habits or service to the church.
6. He should display a genuine loyalty to his pastor and cooperate wholeheartedly with fellow staff members in supporting the total program of the church.

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<sup>1</sup>Adopted by the National Association of Church Business Administrators Annual Conference, Orlando, Florida, July, 1963.

7. He should use his time wisely, maintaining a well-rounded, full life in family as well as professional relationships.

8. He should recognize the need for continuing education and training to maintain and improve professional knowledge, skills and attitudes.

9. He should acknowledge the need for joining with professional colleagues in organized efforts to share new knowledge and developments in professional practices.

10. The church business administrator has a right to win for himself those goals that give him and his family their proper place in the community in which they live. But there is no alternative for the church business administrator in the service area--he must first place his service to his church and to his God.

## EXHIBIT "H"

CERTIFICATION STANDARDS<sup>1</sup>

## I. Purpose:

- A. To recommend standards of qualifications for church business administrators who desire and request certification by the profession attesting to their ability to meet such standards.
- B. To propose an equitable basis for certification of those currently serving in our profession.
- C. To prescribe a method of certification for candidates who may hereafter desire and request certification but who are not now employed as church business administrators.
- D. To establish standards for the issuance of Certificates of Fellowship to those now employed in church business administration and who desire and request such certificates.

## II. Requirements:

- A. Any person requesting certification shall be a member in good standing of the National Association of Church Business Administrators.
- B. He must complete an application form and pay a prescribed fee at the time of its submission.
- C. He must possess high ethical and professional standing in the profession.

## III. Eligibility (members of the Association currently employed as church business administrators.) Recognizing the varied backgrounds and experience of Association members, eligibility will be considered on two levels:

- A. Regular members with a minimum of three years of acceptable experience as an administrator and who have a baccalaureate degree from a recognized institution of higher learning.
- B. Regular members with a minimum of five years of acceptable experience as an administrator and who have less than a baccalaureate degree.

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<sup>1</sup>Adopted by the National Association of Church Business Administrators Annual Conference, Orlando, Fla., July, 1963.

IV. Eligibility (members of the Association not employed as church business administrators)

- A. Candidate must pass an examination to be conducted by the Committee on Training and Professional Standards at least once each year immediately prior to or following the annual meeting of the Association and in the same city. Examinations may be held at other times and places as specified by this committee.
- B. The examination may be written and/or oral at the discretion of the committee and shall consist of, but not be limited to, the following:
  1. Standard mental ability test.
  2. One-hour test in the area of Protestant theological concerns. It shall include questions relating to the history of the Protestant movement, theological and policy positions of major Protestant denominations and current theological dialogue and/or trends.
  3. Examination in theory and practice relating to budget, finance, administrative techniques and business law (1 hour).
  4. Examination in the area of property management, maintenance and insurance (1 hour).
  5. Examination in the theory and practice of office management and personnel administration (1 hour).
  6. Examination in theory and practice in communications and public relations (1 hour).
- C. Candidates for certification as Fellows must pass a written and/or oral examination in each of the above areas and satisfy a majority of the committee in such areas as basic ability, personality adjustment and comprehensive understanding of content material of each of these areas.
- D. Length of examination period shall not exceed two days. Length of examination time shall not be more than six hours.
- E. The examination is to be conducted by the chairman of this committee, or he may appoint any other member in good standing to serve in his place.
- F. Evaluation of examinations will be according to these percentiles.
  1. Protestant theological concerns 20%.
  2. Administrative content materials 80%

It is understood that a minimum of "average" or above must be maintained on the ability examination.

- G. A recommended bibliography shall be published by the committee for the guidance of candidates.
- H. Candidates may apply for re-examination as often as desired.
- I. Examination fee shall be \$10.00.
- J. The final action of the committee shall be based on the ethical and professional record of the candidate, his training and attainments, as well as upon the results of the formal examination.
- K. Successful candidates shall be presented with a Professional Fellowship Certificate signed by chairman of the committee and the president of the Association.
- L. Official designation for successful candidates who receive this certificate shall be Fellow in Church Business Administration. The letters FCA may be used after their names in all professional publications.
- M. A complete and accurate record or directory of all persons granted the Fellowship Certificate shall be maintained by the dean of the Association and published annually.
- N. It shall be the responsibility of this committee to do continuing work on details involved in certification and examination.



## EXHIBIT "J"

## DISSECTING THE BUSINESS MANAGER\*

by Gust F. Jahnke

Q 1. What title is being given to this job?

There are as many as thirteen different titles, but the titles of business manager (34.7%) and business administrator (33.3%) were the most used. Eighty-seven percent of the administrators are male.

Q 2. What denominations are represented in the survey?

<u>Denomination</u>	<u>Number</u>	<u>Percentage</u>
Presbyterian	45	62.0
Methodist	13	18.5
Christian	8	11.0
Baptist	3	4.0
Congregational	1	1.5
Episcopal	1	1.5
Lutheran	1	1.5

Q 3. What are the memberships and budgets of these churches?

<u>Membership</u>	<u>No. of Bus. Adm.</u>
1000-1999	31
2000-2999	19
3000-3999	11
4000-4999	7
5000-8750	4

<u>Budget Range</u>	<u>Budget Average</u>
\$ 50,000-244,000	\$111,000
128,000-310,000	192,000
99,000-375,000	234,000
175,000-325,000	248,000
210,000-675,000	389,000

Q 4. From what type of job did the administrator come?

Over 60% of the administrators left jobs in industry or other commercial enterprises. About 20% came from other positions within the church. Ten percent came from the field of education. Each individual indicated that his previous business experience was helpful. Sixty-two percent are members of the church that hired them. Three are ordained ministers.

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\*As published in Church Management, April, 1959, pp. 30-31.

Q 5. What age are the administrators?

<u>Age Range</u>	<u>No. of Administrators</u>
31-40	19
41-50	25
51-60	15
61-70	9
71-75	4

Sixty-one percent are under fifty years of age.

Q 6. What is the educational background of the administrators?

Forty-two percent of the administrators hold bachelor degrees; 7% hold master degrees. Of these, 43% majored in Business or Finance.

Q 7. What is their current salary?

Salary range: \$3,300 to \$10,500. Seventy-three percent have salaries between \$4800 and \$7500. More indicated a salary of \$6,000 than any other given salary. Sixty percent receive a car allowance. Twenty percent are included in their denomination's pension plan. A house is provided by the church for four administrators, rent-free. Three have their utilities paid by the church.

Q 8. What provisions are made for vacations?

<u>No. of Weeks</u>	<u>Percentage of Administrators</u>
4	43%
2	40%
3	17%

Fifty percent work six or seven days per week; the remainder work five or five and one-half days.

Q 9. Is the administrator responsible for a file on abilities, interests, and work preferences of members?

Fifty-three percent have responsibility for this file. Thirty-five percent are responsible for actual recruitment of a church member into a place of service. Church membership records are under the supervision of the administrator in 41% of the churches.

Q 10. Is the administrator responsible for visitations?

Twenty-eight percent have the responsibility for prospective-member visitations. Only 11% have the responsibility of member visitations.

Q 11. Are all business administrators responsible for purchasing?

Yes, all are responsible. The most common control is the budget, subject to committee approval--usually a committee of the board of trustees. All administrators except nine are responsible for the financial records; all but four supervise the financial secretary; all but two reported supervisory responsibility over the maintenance personnel.

Q 12. What criteria of acceptance should be used to select a Church Business Administrator?

- A. Dedication to Christianity
- B. Organizational ability
- C. Business experience
- D. Friendly personality

Q 13. Do all business administrators belong to the National Association of Church Business Administrators?

Sixty-eight percent of the administrators are members.

Q 14. Where are the opportunities for advancement?

Most thought that a higher-level job could be found in a church of larger membership. The next strongest interest was in an opportunity at the denominational headquarters office.

Q 15. In what location of the country are the administrators?

Sixty-seven percent of those reporting came from states located west of the Mississippi. Twenty-five percent came from California. Texas had 13%.

## EXHIBIT "K"

Results of questionnaire analyzed by the Committee on Professional Training and Standards of the National Association of Church Business Administrators, February, 1961. Two hundred fifty questionnaires were mailed with 208 responses

AREA OF RESPONSIBILITY

AREA	PRIMARY	SECONDARY	NONE
	OR DIRECT	OR INDIRECT	
<b>FINANCE:</b>			
a. Records	148	36	1
b. Reports	145	36	1
c. Campaigns	114	71	4
d. Preparation of Budgets	142	40	4
e. Budget Control	150	23	2
f. Disbursements	157	17	2
g. Receipts	149	30	3
<b>INSURANCE:</b>			
a. Fire and extended coverage	108	64	15
b. Liability	107	64	15
c. Fidelity Bonds	93	62	19
d. Automobile	91	53	36
e. Boiler and Machinery	98	55	22
f. Health and Hospitalization	100	46	27
g. Theft	109	64	16
h. Title	80	52	34
i. Workmen's Compensation	105	48	20
j. Life	41	27	79
<b>MANAGEMENT:</b>			
a. Property (Maint. and Operation)	162	21	3
b. Inventory	134	30	7
c. Personnel	142	42	6
d. Food Service	80	68	27
e. Weddings	38	100	44
f. Funerals	33	87	59
g. Investments (Endowments and/or Trusts)	74	71	32
<b>PUBLIC RELATIONS:</b>			
a. Church and News Periodicals	68	80	36
b. Worship Services and Bulletins	37	110	43
c. Local News Releases	53	81	46
d. Radio & Television	48	75	56
e. Promotional Materials	69	82	29
f. Paid Advertising	81	49	48

AREA	PRIMARY OR DIRECT	SECONDARY OR INDIRECT	NONE
<b>PURCHASING:</b>			
a. Printing and Office Supplies	169	15	3
b. Property and Maintenance Supply	158	24	4
c. Food	70	80	40
d. Educational Materials	21	107	56
e. Furniture and fixtures	153	27	6
f. Communion Supplies	85	69	30
<b>CONTRACTS:</b>			
a. Capital Expenditures	98	73	11
b. Building Maint. & Operation	150	23	7
c. Office Machines	158	16	5
d. Television & Radio	64	60	54
e. Deeds	73	61	31
f. Other Misc. Services	80	30	14
<b>ADMINISTRATION:</b>			
a. Education	13	62	102
b. Music	1	57	118
c. Recreation Programs	7	67	101
d. Stewardship Development	94	71	18
e. New Member Orientation	23	98	52
f. Day Nursery	12	51	112
g. Kindergarten or Day School	11	40	111
h. Wills and Bequests	76	61	38
i. Membership Records	83	78	23
j. Retirement Programs	67	36	71
<b>DEVELOPMENT:</b>			
a. Lay Leadership	33	91	54
b. Volunteer Workers	65	87	28
c. Property (Long Range)	81	84	11
d. Program (Long Range)	59	96	33
<b>TAXES:</b>			
a. Gifts and Contributions	115	33	31
b. Property	131	17	25
c. Sales	84	28	54
d. Social Security	145	26	9
e. Ministerial Allowances	88	55	33

VITA

Robert Nelson Gray

Candidate for the Degree of

Doctor of Education

Thesis: AN ANALYSIS AND EVALUATION OF THE WORK OF CHURCH BUSINESS  
ADMINISTRATORS

Major Field: Higher Education Administration

Biographical:

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