

A DESCRIPTIVE ANALYSIS OF THE ROLE INCUMBENTS,  
INSTITUTIONS AND GEOGRAPHICAL SETTINGS  
INVOLVED IN THE EMERGING PROFESSION  
OF CHURCH MANAGEMENT

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## PREFACE

A new vocation, that of Church Business Administration, is emerging to take its place alongside the growing list of established professions. It has developed because the church has become "big business" whether desirable or not. Today most large-sized congregations are aggressively pursuing enlarged programs. Church Business Administration is a partial solution to the growing overload of administrative work placed upon the clergymen. The purpose of this report is to present the findings of an extensive national descriptive analysis of this group of professional lay employees.

Indebtedness is acknowledged to Dr. Kenneth St. Clair who so graciously served as chairman of the doctoral committee. His interest, encouragement, assistance, and guidance were appreciated and valuable in the development of this analysis.

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Mr. Kenneth Marshall, 1968-69 National NACBA President, my brother Dr. Robert N. Gray, and many others too numerous to mention made contributions and provided encouragement to see the project through.

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## CHAPTER I

### INTRODUCTION

By almost any standard, the profession of church management must be considered an "infant." To compare it with medicine, law or even accounting is to overestimate its emergence as a profession. Yet the need for church management appears to be growing steadily and an ever increasing number of churches are investigating this new area of church service.

If one were to look back in time only through the last few decades, he would find few individuals which resemble the modern day church manager. Lloyd H. Burns,<sup>1</sup> Church Business Administrator of University Christian Church, Fort Worth, Texas, states that the job of a Church Business Administrator (CBA) was almost unheard of forty years ago.

One might expect such to be the case. Over history, few large churches have existed. Although most large cathedrals date back far into history, and large constituencies were commonplace, they were primarily Catholic with administrative work delegated to priests, not to laymen. This same procedure remains predominantly within the Roman Catholic Church.

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

The first Protestant churches did not emerge until the time of the Reformation. Many others have developed only during the last two centuries. American Protestantism was characterized by the rural one-room church that became as common to early Americans as the similar one-room school. The pastor was the only employee of most churches, and he often was a farmer who preached on Sundays as a sideline. Under these circumstances few administrative problems existed.

With the development of urban America came the growth of the American Protestant church. As the individual church constituencies and budgets grew, so also grew the need for effective business management for the church. William H. Leach states that:

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 by good programs of public relations. As buildings have become larger, custodial staffs are replacing the church sexton.<sup>2</sup>

Kenneth F. Smith, Business Manager of East Dallas Christian Church, Dallas, Texas, and presently President of the National Association of Church Business Administrators (NACBA) quotes from the Yearbook of American Churches in stating that the:

...business of our Father's Kingdom is indeed a matter of great 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

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<sup>2</sup>William H. Leach, Handbook of Church Management (Englewood Cliffs, New Jersey, 1958), p. 4.

this was done while these same groups sustained a world vision and outreach in their missionary and benevolent work.<sup>3</sup>

By 1955, many church leaders had become concerned about church business and its growing complexity. In that year at Lake Junaluska, North Carolina, a first group of interested persons met. In the following year:

The National Association of Church Business Administrators was spawned from a meeting of Administrators, Financial Secretaries and Treasurers west of the Mississippi. Forty-five persons were present at the meeting held July 11-13, 1956, in the First Methodist Church, Oklahoma City.<sup>4</sup>

As a result of this meeting, the NACBA held its first national conference at the First Methodist Church in Dallas, Texas, July 10-12, 1957. "One-hundred delegates from 17 states attended the first national conference. They came from New York to California, but chiefly from Texas, Oklahoma and California."<sup>5</sup> Since the 1957 national conference, meetings have been held each year.

The following table (Table I) reflects the growth of the NACBA both in terms of national conference attendance and in total membership. This same growth is probably true of the non-member CBA's as well.

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<sup>3</sup>Kenneth F. Smith, "Church Administration...A New Calling," The Christian Evangelist-Front Rank, XXXI (1959), p. 8.

<sup>4</sup>Dack, Ninetta and Brockett, Lucile, "A History of the NACBA," (1968), p. 97.

<sup>5</sup>Ibid.

TABLE I  
GROWTH PATTERN: NACBA NATIONAL CONFERENCE  
1955 - 1964<sup>6</sup>

Year	City	Delegations	Denominations	States	Total Members
1955	Junaluska, N.C.	*	*	*	*
1956	Okla. City	45	7	17	
1957	Dallas	100	10	22	154
1958	Denver	113	13	23	206
1959	Los Angeles	152	10	28	250
1960	Columbus, O.	157	11	26	283
1961	Tulsa	256	12	29	301
1962	Minneapolis	162	11	31	341
1963	Orlando	144	*	*	*
1964	Kansas City	200	*	*	*

\*data not available

As of July 8, 1969 the National Association of Church Business Administrators' geographical roster lists 417 members and associate members from 37 states. In addition, there are 23 members emeritus.<sup>7</sup>

Thus, "as many large-sized congregations throughout the land aggressively pursue enlarged programs resulting in growth in numbers and in benefit to their members, a new profession is being born."<sup>8</sup>

<sup>6</sup> Edward Wyckoff, "The Church Business Administrator": a Christian Vocation (Los Angeles, California, 1964), p. 11.

<sup>7</sup> Geographical Roster, The National Association of Church Business Administrators (unpublished July 8, 1968).

<sup>8</sup> Robert N. Gray, "Church Business Administration: An Emerging Profession (Enid, Oklahoma, 1968), p. 21.

## Statement of Need

In recent years the field of Church Management has been emerging into what may be termed a "semi-profession." Several books concerning the various aspects of church management have been published. The NACBA, now numbering almost 500 members, edits the section "The Church Administrator" in a professional journal entitled Church Management. The Center for Church Management has been established at the American University in Washington, D.C., and other institutions have been considering adding courses in church management or administration to their curriculum. Two men have completed the Doctor of Education degree with emphasis in the field and now are contributing to the advancement of knowledge in this unique area. In the April, 1959, issue of Church Management, Gust F. Jahnke reported a description of the church manager, and in 1961 the Committee on Professional Training and Standards of the NACBA surveyed the "work" of the CBA. These and other similar studies have laid the framework for this current study.

Viewing these developments, a void was noted which needed to be filled before additional research and analysis could be fruitfully conducted. This void was the lack of a valid and reasonably extensive church manager classification showing relationships concerning the practitioners, the churches they serve, and the geographical settings that are involved. Such a need led to this studies' Statement of Purpose.

### Purpose of the Study

The purpose of this study was to assemble, classify, and show relationships between certain areas of basic information concerning practitioners, churches and geographical settings involved in the field of church management. This study was to form a foundation of knowledge concerning the emerging profession of church management so that other more specific studies may be developed.

### Statement of Objectives

As the purpose of this study was to assemble, classify, and show relationships of basic data concerning the role incumbents, institutions, and geographical settings involved in the field of church management, the following questions served as the stated objectives:

- I. Role Incumbents: How may the role incumbent be described in terms of:
  - A. sex?
  - B. marital status?
  - C. age?
  - D. title?
  - E. professional membership?
  - F. professional experience?
    1. church management practice
    2. present practice
    3. previous experience
  - G. education?
    1. amount
    2. preparation
    3. certification
  - H. salary?

II. Institutions: How may the Institutions be described in terms of:

- A. denomination?
- B. membership?
- C. budget?
- D. years of CBA employment?
- E. years of lay financial management?
- F. employed personnel?

III. Geographical Setting: Where are the Institutions located in terms of:

- A. church setting?
- B. city?
- C. state?
- D. region?

IV. Relationships:

- A. What is the relationship between age of CBA's and the amount of experience in church management?
- B. What is the relationship between the age of CBA's and the amount of formal education attained by present incumbents?
- C. What is the relationship between the amount of formal education attained and the amount of church management experience of CBA's?
- D. How do members of the NACBA and non-members compare in terms of:
  - 1. present salary?
  - 2. size of church membership?
  - 3. size of church budget?
  - 4. church setting?

#### Definition of Major Terms

Church Management: the science and practice of administering church finances, property, staff personnel, and public relations.<sup>9</sup>

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<sup>9</sup>Clyde W. Humphrey, "Church Business Management Defined," Church Management XL (December, 1963), p. 7.

Church Manager (Church Business Administrator, CBA): A

Protestant 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.

National Association of Church Business Administrators (NACBA):

An independent, non-profit, church-related association, inter-denominational in nature, not affiliated with any parent group, whose membership is composed of church managers and those from related fields.

Church Management Institution: A church which employs a CBA.

Limitations of the Study

1. This study was designed to form a body of descriptive data about the role incumbents, institutions, and geographical settings in the field of church management. Therefore, these findings may not be applicable beyond this study without the addition of secondary research.
2. The sample of CBAs studied was not necessarily representative of individuals or groups other than the population from which it was taken.

Statement of Significance

This study was designed as a primary research work in the field of church management. Its significance lies in the fact that a valid secondary research study of the church manager, the church he serves, or the geographical settings involved would be impractical and difficult without an extensive foundation of basic knowledge. It was designed to open the door for a large body of research heretofore impossible because



of inadequate primary data. As it is a national study, interdenominational in nature, it may be used not only by the NACBA but also by major church denominations and other interdenominational groups as well.

### Summary

In summary, this chapter has served a two-fold purpose. First, it has presented an introduction and history to the emerging profession of church management. It suggested that the need for a CBA has not long been realized, and that the CBA's contribution to the church staff is only now being accepted as one filling a void. It also introduced the National Association of Church Business Administrators, a group striving toward the professionalization of church management.

Second, this chapter stated the purpose of this study was to assemble, classify, and show relationships of basic data concerning the role incumbent, institutions, and geographical settings involved in the field of church management. The data for such a study were taken from a questionnaire designed to consider the areas stated in the purpose. The questionnaire was sent to some 750 members, associate members, and members emeritus of the NACBA and to non-member practicing church managers of the United Methodist, Southern Baptist, American Lutheran, and Disciples of Christ denominations.

Chapter II presents a review of literature concerned with church management. Considered first is a listing of books and professional journals related to the field. Included also is a review of related doctoral dissertations, previous profile studies, and other connected research. A final section discusses the prerequisites for professionalism.

## CHAPTER II

### REVIEW OF LITERATURE

Few research studies have been attempted without some pre-existing knowledge being present. Even in a basically primary study such as this, some inquiry and other related work preceded it. A review of these works will provide necessary background information and point to the significance of an extensive descriptive analysis of the practitioners, institutions, and geographical settings involved in the emerging field of church management.

The literature concerning church management is extremely limited. This dearth of published material seems attributable to the fact that the concept of a church manager is relatively new and the people who are most familiar with the work are administrators more prone to employ ideas than to write about them. Only a few books and professional journals exist which discuss in any detail the various aspects of management related to the institutional church. An even smaller handful of individuals have attempted analytical studies into the church and its management. The purpose of this chapter is to review those scattered sources to give some synthesis to the ideas and concepts which exist in the profession today.

## Books and Professional Journals

Books and articles concerning various areas of church management are beginning to be published in an ever-increasing number. As most of the books concerning church management are general in nature, only a listing of the more significant are shown here. William Leach, late editor of Church Management magazine, was one of the more prolific pioneers. As early as 1931, Leach prepared a book entitled Church Administration.<sup>1</sup> Later he authored a number of other works related to the field, the best known being his Handbook of Church Management.<sup>2</sup> Linamen,<sup>3</sup> Bramer,<sup>4</sup> Adams,<sup>5</sup> Ditzen,<sup>6</sup> and a few others have followed with books dealing with church administration. The Church Business Management Series<sup>7</sup> is probably the most extensive work to date. Its seven volumes, edited by Humphrey, include: Church Accounting Methods,

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<sup>1</sup>William H. Leach, Church Administration (Nashville, Tennessee, 1931).

<sup>2</sup>\_\_\_\_\_, Handbook of Church Management (Englewood Cliffs, New Jersey, 1958).

<sup>3</sup>Harold F. Linamen, Business Handbook for Churches (Anderson, Indiana, 1957).

<sup>4</sup>John C. Bramer, Jr., Efficient Church Business Management (Philadelphia, Pennsylvania, 1960).

<sup>5</sup>Arthur M. Adams, Pastoral Administration (Philadelphia, Pennsylvania, (no date available)).

<sup>6</sup>Lowell R. Ditzen, Handbook of Church Administration (New York, New York, 1967).

<sup>7</sup>Clyde W. Humphrey, Editor. Church Business Management Series (Englewood Cliff, New Jersey, 1965).

Church Budget Development, Church Fund Raising, Managing Church Business Through Group Procedures, Personal Finance for Clergymen, Church Purchasing Procedures, and Acquiring and Developing Church Real Estate. Robert N. Gray<sup>8,9</sup> has recently published two volumes of a three book series entitled Managing the Church.

In addition, articles concerning various aspects of church management have been appearing in such publications as Church Management, Church Administration, Protestant Church Administration and Equipment, Your Church, and others in increasing numbers.

#### Doctoral Dissertations

In an emerging profession such as church management, most entering practitioners must take the "back door" approach as few institutions offer the educational curriculum necessary for a degree related to the field. Such an approach has been required for church management practitioners and their educators. Those individuals who have received the doctorate with emphasis in church management have taken similar "back door" approaches in that each has a degree from Phillips University, Enid, Oklahoma, and received the Doctor of Education degree with a major in educational administration. Their

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<sup>8</sup> Robert N. Gray, Church Business Administration: An Emerging Profession (Enid, Oklahoma, 1968).

<sup>9</sup> \_\_\_\_\_, Managing the Church, Business Methods (Enid, Oklahoma, 1970).

course work was piecemeal. However, this work, together with a dissertation concerning an aspect of church management provided a further emphasis in the administration of churches. This section reviews some of their findings.

Robert N. Gray<sup>10</sup> received the Doctor of Education degree from Oklahoma State University, May, 1965. In his dissertation, Gray was

...concerned with determining the work of professional Church Business Administrators and in finding whether their work had any statistically significant effect upon the financial, educational and evangelistic efforts of the local congregations.<sup>11</sup>

Comparing churches which employed a professional CBA with those which did not, Gray found

...in the areas of stewardship and finance and in missions and benevolences, statistical differences reached the .05 level of confidence which is regarded as significant. In the area of religious education program, no significant difference was found. For membership and evangelism, slight differences were found between the two groups, but not enough to be considered statistically significant.<sup>12</sup>

Elmer B. Shellenberger,<sup>13</sup> received the Doctor of Education degree in 1966 from the University of Oklahoma. In his dissertation, Shellenberger presented an outline of subject matter pertaining to selected functions of management which he considered essential to

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<sup>10</sup>Robert N. Gray, An Analysis and Evaluation of the Work of Church Business Administrators (unpub. Ed.D. dissertation, Oklahoma State University, 1965).

<sup>11</sup>Ibid. p. i.

<sup>12</sup>Ibid.

<sup>13</sup>Elmer B. Shellenberger, Functions of Management Essential to Church Business Administration (unpub. Ed.D. dissertation, University of Oklahoma, 1966).

church administration. Shellenberger conducted an extensive examination of the functions of management regarded by authorities to have universal application.

Although Shellenberger did not conduct an empirical analysis of the subject under question, he was able to make several conclusions from the authors under examination. Within the closing statements of Shellenberger's work were the following:

1. The duties of a minister or church administrator in a local church require that he possess knowledges, understandings, and skills associated with the administrative process.
2. There is a substantial body of knowledge which probably can be satisfactorily handled only in courses appropriate to what should be designated as the "church administration" phase of the curriculum (for ministerial students).
3. There remains that vast group of ministers who have already completed their formal academic training, who are serving as ministers-church administrators in local churches, and who can profit by a study of the administrative process.<sup>14</sup>

#### Previous Profile Studies

Several studies of similar nature have preceded this one. Probably the earliest attempted was conducted by Gust F. Jahnke<sup>15</sup> in 1959. Jahnke mailed questionnaires to 533 local churches of the Presbyterian Church in the U.S.A. Each had one-thousand or more

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<sup>14</sup>Ibid. p. 197.

<sup>15</sup>Gust F. Jahnke, "Dissecting the Business Manager," Church Management, XXXV (April), pp. 30-31.

members. In addition, another 114 questionnaires were sent to business managers who had attended the 1958 annual conference of the NACBA held in Denver. Of the 533 Presbyterian churches, 158 replied. Only thirty-one responses were from churches having business managers. Thirty-three questionnaires were returned from those attending the Denver meeting. The percentage of returns and the preponderance of Presbyterian CBAs make this study less than complete in terms of a valid profile analysis.

In an article entitled "Dissecting the Business Manager," Jahnke made the following analysis from the seventy-two CBA's had responded. Most were male (87%) and used the titles of business manager (34.7%) and business administrator (33.3%). Presbyterians (62%) and Methodists (18.5%) were the most represented denominations. The membership of most of the churches was between 1,000 and 1,999. The budget range for all churches was from \$50,000 to \$675,000. Over 60% of the CBA's came from business related work experience while only 20% came from other positions within the church. More than half of the administrators were under fifty years of age. Forty-two percent held bachelors degrees, and 7% held masters degrees. Their salary ranged from \$3,300 to \$10,500.

In 1960, the Committee on Professional Training and Standards of the NACBA sent questionnaires to 250 of its members. In early 1961, the committee prepared an unpublished analysis and developed a profile fo the traits and responsibilities of CBA's from 208 questionnaires returned.<sup>16</sup>

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<sup>16</sup>Kenneth Smith et al., unpublished report of Professional Training and Standards Committee, NACBA, 1961. Presented to the 5th Annual NACBA Conference held in Tulsa, July 17-21, 1961.

Using the arithmetic mean to describe the CBA, they found him to average about 48 years of age and to have served in his present position for about five or six years. The church membership was 2,800 with 1,500 enrolled in church school and about 800 in attendance. They found that the average CBA had been to college but did not hold a bachelors degree. In college his major had been in business administration with emphasis on finance and accounting. The church he served employed 15 full-time and six part-time workers. His annual salary was a little under \$8,000.

He worked with an annual church budget of \$262,000. His primary responsibility was in the realm of finance which was directly concerned with keeping records, making reports, facilitating financial campaigns, preparing the budget, controlling disbursements, and recording receipts.

In 1964, the late Edward B. Wyckoff,<sup>17</sup> then secretary of the NACBA, compiled a special research report entitled The Church Business Administrator: A Christian Vocation. Included in the report was a profile of 175 CBA's all members of the NACBA. Most of his findings were similar to those of Jahnke and the Professional Training and Standards committee. He did find the position of church business administrator ranked from second to fifth (by salary) on the church staff. He found that 158 of the CBA's were laymen and only 17 were ministers or former ministers. Of the 15 denominations in the study, Presbyterians (47) were the most highly represented with Methodists (32), Baptists (26), Lutherans (21), and Disciples of Christ (17) having the next largest numbers respectively. One-hundred-sixty of the

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<sup>17</sup>Wyckoff, pp. 98-103.



CBA's were married.

In conjunction with Wyckoff, Mr. Kenneth Zinn<sup>18</sup> prepared a CBA salary study entitled "National Salary Study of Church Business Administrators." Zinn divided the churches studied into eight divisions according to membership size. He reported the lower quartile, median, and upper quartile of each division in the following areas: salary-business manager, years service, and total salaries. As the reporting was presented in fragmented form, overall conclusions of Zinn's work were not available.

For comparison purposes, the findings of Zinn, plus parts of the reports from Jahnke, Professional Training and Standards committee, and Wyckoff, are found in Appendix B.

#### Other Related Research

About the time the early formulations of the NACBA were taking place, two studies appeared which confirmed what many ministers had long believed....preaching no longer was the center of the minister's work, but organization and administration had taken its place.

The first was a report of a 2½ year, \$40,000 survey, financed by the Russell Sage Foundation. In this study, Samuel W. Blizzard,<sup>19</sup> Professor of Sociology, Pennsylvania State University, interviewed 346 ministers, balanced as to location, education, and denomination.

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<sup>18</sup>Ibid., pp. 104-105.

<sup>19</sup>Samuel W. Blizzard, Jr., "The Minister at Work," Time Magazine LXVII, Part II (May 21, 1956), p. 59.

He found 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 felt a need for more time devoted to reading, study, and private devotions. Twenty-nine per cent felt they were unable to live up to their calling. Eleven per cent were hampered by conflicts of study vs "out with the people," and "oiling machinery vs essential work."

Several years later, G. Harry Atkinson<sup>20</sup> published his report based on a study of problems of the minister sponsored by the Ministers Life and Casualty Union. In an article entitled "What Worries Pastors Most?" he confirmed the findings of Blizzard by indicating that the average minister spends 40% of his time as an administrator, and 10% as organizer. He noted that ministers of larger churches had a higher percentage of time spent in such detail. The major grievance which Atkinson found was that 52% resented "the disproportionately large demands made upon them by the administrative work of their churches."

#### On the Matter of Professionalism

In recent years a number of fields have come to the fore as professions. Accounting, engineering, and architecture among others have "arrived" to be placed alongside the historically recognized professions of theology, medicine, and law. Now many others are

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<sup>20</sup> Harry Atkinson, "What Worries Pastors Most?" Protestant Church Administration and Equipment (February, 1959), pp. 10, 11, 34, 35, 47.

seeking the same status, and church management is among them. Professionalization seems to have several prerequisites which all fields must first accomplish before emerging as a full-fledged profession.

Gray<sup>21</sup> has suggested the following as the necessary prerequisites. The first is self-consciousness. By this is meant a "bond of union," a feeling of "common identity," and a "community of interest," sensed among the practitioners.

Second is education. Education for a profession implies the "mastery of an organized body of knowledge involving considerable time." Both formal classwork and internship experience are required. A "lifetime of experience" does not by itself meet the requirement.

Another prerequisite is formal entry into the field. "Distinguishing achievements" such as schooling, examination, or special experiences are normally required. Examinations supervised by the profession's governmental agencies or earned educational degrees are necessary.

Fourth is independence of action. A professional has the freedom to "do what he thinks is right when he thinks it should be done." He is aware of his own capacities and limitations.

Exchange of information is the sharing of experiences and developments with other practitioners. Extensive reading and

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<sup>21</sup>Robert Gray, Church Business Administration: An Emerging Profession. pp. 71-73. Prerequisites for professionalism seem to be universals. Often, the classifications of the prerequisites are perceived in different numbers or terms, but in actuality are basically the same. For the purposes of this review, Gray's discussion of professionalism is used. His evaluation of church management's emergence as a profession is part of the attention in Chapter VIII.

"professional association through conferences, seminars, workshops, and other meetings make exchange of information possible."

Sixth is limited self-promotion. It is not considered ethical in the "established professions" for individuals to advertise or promote themselves openly. Rather, advancement comes through reputation and personal contact.

Service in the Public Welfare indicates a "willingness and desire to serve fellowmen well." Not only must a professional excel in his own field but he is also expected to be a public-spirited leader.

A final prerequisite is the general ethics of a profession. Practitioners must conform to high standards of moral conduct.

#### Summary

This chapter has reviewed literature related to this study. It has presented these works to provide necessary background information and point to the significance of this type of analysis.

It first listed the major books and professional journals in the field of church management. Also considered were two doctoral dissertations, previous profile studies, and other related research.

A final segment of the chapter named self-consciousness, education, formal entry into the field, independence of action, exchange of information, limited self-promotion, service in the public welfare, and general ethics as prerequisites which all fields must first accomplish before total emergence into a profession.

Chapter III focuses on the methodology employed for the current study. The sample, instrument, data collection procedures, and data analysis are points of consideration.

## CHAPTER III

### METHODOLOGY

Many recent studies in American colleges and universities have been experimental in nature. Often the field of investigation has developed to such a point that classifications are not considered additions to knowledge. Therefore, much of the recent research literature has been concerned with experimental, not descriptive research.

For an emerging profession such as church management, however, basic descriptive studies must take place before the experimental studies can be developed. To justify the methodology used in this chapter, Van Dalen<sup>1</sup> will serve as a guide. His chapters on the strategy of descriptive research will be helpful in this manner.

#### Sample

Van Dalen has pointed out that sampling does not consist of collecting data casually from any conveniently located unit. Indeed, "to obtain a representative sample, one systematically selects each unit in a specified way under controlled conditions."<sup>2</sup> The steps

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<sup>1</sup>Deobold B. Van Dalen, Understanding Educational Research (New York, New York, 1966).

<sup>2</sup>Ibid. p. 296.

in the researcher's process are: (1) define the population, (2) procure an accurate and complete list of the units in the population, (3) draw representative units from the list, and (4) obtain a sufficiently large sample to represent the characteristics of the population.

The population of this study, defined, included all members of the NACBA, plus all other individuals employed full-time by a church and using the title or similar title of Church Business Administrator, or its equivalent. Also included in the population are all associate and emeritus members of the NACBA.

The NACBA provides for its membership an annual geographical and alphabetical roster. Lists of the non-member CBA's were obtained from the respective national denominational offices by the 1968-69 NACBA President, Kenneth Marshall (Appendix A). A letter was sent to the individual (on the national denominational level) responsible for local church management. The letter (sent to United Methodist, Southern Baptist, American Lutheran, and Disciples of Christ denominational headquarters) requested a list of that denomination's CBA's.<sup>3</sup>

Being an interdenominational group, the NACBA is comprised of numerous different (and diverse) denominations. As it is a national organization, its membership represents all parts of the United States.

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<sup>3</sup>Other denominational lists possibly could have been secured, but representative groups were sufficient for purposes of this study. Most small denominations do not have departments of church management and therefore may not have been able to provide such a listing. The inclusion of more populous groups such as the Presbyterians, Episcopalians, or the United Church of Christ might have "overloaded" the non-member CBA picture.

Historically, the Baptist, Disciples of Christ, Lutheran, Presbyterian, and United Methodist denominations have led the way in the early formulations of the church management profession. Of these, lists of the Southern Baptist and United Methodist were secured because both had a sufficiently large number of NACBA members (Southern Baptist, 23; United Methodist, 90) as well as non-member practitioners (Southern Baptist, 46; United Methodist, 156). Upon inspection, it was found that the United Methodist are indeed representative because United Methodist CBA's are located in all parts of the county. The Southern Baptists, however, are a regional denomination (involving only the south and southwest regions of the United States). In addition, the lists of the non-member CBA's from the American Lutheran and Disciples of Christ were included to provide a larger number of non-member CBA's.

Thus, the total sample included the NACBA (including members, associate members, and members emeritus) and non-member CBAs of the Southern Baptist, United Methodist, Lutheran, and Disciples of Christ denominations.

#### Instrument

With a sample including some 750 CBA's from all parts of the United States, it appeared impractical to interview each individually. Thus, the method for collecting data needed to be one which could reach many people in widely scattered areas quickly and at a relatively low cost. The questionnaire method seemed best fitted to the needs of the study.

Van Dalen states that "questionnaires have been subject to severe criticism, but many common weaknesses in them can be avoided if they are structured carefully and administered effectively to qualified respondents."<sup>4</sup>

A. Framing of Questions: "Have the questions been stated in crystal clear, simple language and focused sharply on specific points?"<sup>5</sup>

The questionnaire-type instrument used in this study was designed in a simple manner, with all probable answers listed. The heading was explanatory but brief. Consideration was given to the objectives, past experiences, literature, and previous questionnaires in constructing the instrument.

B. Ordering of Questions: "Are items placed in a psychologically or logically sound sequence?"<sup>6</sup>

Simple and neutral areas such as sex and marital status preceded more personal ones such as present salary and the more difficult such as church budget. Areas concerning the role incumbent were considered first followed by the less interesting (to the church manager) and more complicated data of the institution.

C. Designing the Directions and Format: "Are clear, complete directions given concerning the type and scope of information that is wanted, where to place the responses, and in what form?"<sup>7</sup>

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<sup>4</sup>Ibid. p. 304.

<sup>5</sup>Ibid. p. 305.

<sup>6</sup>Ibid. p. 305.

<sup>7</sup>Ibid. p. 305.



The instructions were: "Please complete this form by checking the appropriate boxes and filling in blanks where indicated. Associate and Emeritus NACBA members need answer only those applicable."<sup>8</sup>

The categories, format, and directions were designed to elicit accurate, unambiguous answers. It was also designed to take a minimum of the respondent's time and provide data which would facilitate tabulation, interpretation, and quantification of results. The instrument when completed comprised only one sheet (front and back).

D. Eliciting Honest Replies: "Are directions and questions worded and ordered so as to allay any fears, suspicions, embarrassment or hostility on the part of the respondent?"<sup>9</sup>

The questions used in the instrument did not ask for value judgments. The respondents were told in an accompanying letter that returns would be kept anonymous. The questions were not colored or phrased so as to elicit biased replies which would support the study's objectives. A copy of the instrument appears in Appendix A.

E. Field Test: It was important to know whether the instrument which had been constructed would receive the answers intended. Location of weaknesses needed to be discovered before sending the instrument to the entire sample.

The instrument was mailed to those listed on the roster of the Oklahoma Chapter of the NACBA, December 31, 1968. Of the twenty originally sent, 19 were returned. Interviewed informally at a chapter meeting later, most had found little difficulty with the

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<sup>8</sup>See Appendix A.

<sup>9</sup>Van Dalen, p. 305.

instrument. They said it had taken less than ten minutes to complete.

### Data Collection

The data were collected in two ways, each using similar means and receiving comparable results.

A. NACBA Roster: Leaders of the NACBA had expressed interest in this study from its very inception. Thus, when the instrument was prepared, it was sent in an NACBA general mailing (Appendix A) on February 10, 1969. This lowered the cost of data collection, but more important, expressed to the respondents the interest which the NACBA had in the study. Greater returns were anticipated through this procedure than would have been received had the individual researcher mailed them.

B. Non-members: Non-member CBA's were sent the questionnaire (as the lists became available) directly from the researcher. An explanatory letter (Appendix A) accompanied the instrument.

Records were kept of the sample returns. Three weeks after the initial mailing a second letter (Appendix A) was sent urging prompt attention be given to the instrument.

Almost 61% (458) of the individuals asked to respond to the questionnaire returned the instrument.<sup>10</sup> For purposes of this study, 398 responses were used.

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<sup>10</sup>Of the original 458 questionnaires returned, 60 were not considered in the data analyses. Most were disqualified when the individual under consideration was deceased, no longer was a CBA, or never was a CBA.

## Data Analysis

Quantitative data in almost all kinds of empirical research require some statistical analysis and a study of this nature is no exception. Often very complex analyses are required to answer an empirical question, while at other times a simple straightforward analysis is sufficient. In his chapter on descriptive statistics, Van Dalen<sup>11</sup> suggests that "the choice of a specific statistic depends upon the question being asked in the study and upon the nature of the data." He continues by adding, "Thus, if a simple measure of central tendency answers the question, there is little merit in performing more complicated analysis for the sake of window dressing."

A. Statistical Tools: The major statistical tool used was the frequency distribution. In a study with a large number of responses, it is very difficult to judge visually such things as variability of the distribution or the average score. The frequency distribution organizes the data into a meaningful form.

Also of considerable importance were the measures of central tendency: the mean, median, mode. The measures of variation included the range and standard deviation.

In the relationships between the age, church management experience, and formal education of the role incumbent, the product moment correlation served as an index.

B. Analytical Tools: The Oklahoma State University Computer Center's facilities were utilized in the tabulation of statistical

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<sup>11</sup>Van Dalen, p. 330.

data. Programming and key punch services were provided.

C. Coding System: To prepare raw data for the Computer Center's services, a code system was developed. The system developed for this study (Appendix A) assigned numbers to all possible combinations of answers to the instrument. If a question was left blank or there was no answer, an unused code number was assigned. When the question did not apply to the respondent (several questions did not apply to the associate or emeritus member), another code number was assigned.

The instrument was designed with corresponding numbered spaces opposite each question for coding purposes only. Once all responses were coded, only key punch and programming services were required to transfer the coded data into the Center's equipment for processing. The results of the tabulation are reported in the next four chapters.

#### Summary

This chapter has been concerned with the study's methodology. It outlined the population sample as all members, associate members, and members emeritus of the NACBA, plus non-member CBAs of the Southern Baptist, United Methodist, American Lutheran, and Disciples of Christ denominations. It described the development and implementation of the instrument and defined the steps taken for the data collection. Also in the chapter was discussion of data analysis which included statistical tools, analytical tools, and coding system.

Chapter IV is the first of four chapters which comprise the "results" segment of this study. Entitled "The Church Manager," it describes the role incumbent in terms of NACBA membership, sex,

marital status, age, present position, experience in church management, length of present position, and experience before entering church management. Also considered is the role incumbents' education, educational preparation, professional certification and salary.

## CHAPTER IV

### THE CHURCH MANAGER

Each sub-topic in the description of the church manager was considered in terms of the individuals' NACBA membership. Of the 398 individuals comprising this study, 231 were members of the NACBA, 54 were associate members, 7 were members emeritus, and 106 were non-members. Nineteen denominations were included among the members of the NACBA. Non-members were from the United Methodist, Southern Baptist, American Lutheran, and Disciples of Christ denominations.

#### Sex

The preponderance of males in the church management profession is illustrated in Table II. Over ninety per cent (91.8%) of the NACBA members and 90.7% of the associate NACBA members are men. Only among non-member CBA's are women (33%) prominently included. Overall, 84.9% of the individuals studied are men, 15.1% are women.

#### Marital Status

Almost 90% of the individuals studied are presently married. In all four categories of Table III, the percentages of those surveyed were about the same (members, 87.9%; associate members, 88.9%; members emeritus, 85.7%; and non-members, 86.8%).

TABLE II  
SEX OF CHURCH MANAGEMENT PRACTITIONERS

	Male	Female	Total
Members	212	19	231
Associate Members	49	5	54
Members Emeritus	6	1	7
Non-Members	71	35	106
Total	338	60	398

TABLE III  
MARITAL STATUS OF CHURCH MANAGEMENT PRACTITIONERS

	Members	Associate Members	Members Emeritus	Non-Members	Total
Single	8	3	0	5	16
Married	203	48	6	92	349
Widow(er)	7	1	1	3	12
Separated or Divorced	2	1	0	2	5
No Answer	11	1	0	4	16
Total	231	54	7	106	398

## Age

Church management as Table IV indicates, seems to play no favorites in terms of age, although individuals between 40 and 64 are the most common. There are few (17) practicing church managers under 34 years; none are under 25. It is a profession which allows many individuals to enter late in life, particularly after retirement from other occupations. Among individuals 65 or older, about the same percentage exists between members (13% of the total) and non-members (13.4%). Overall, however, the non-member averages slightly younger than the member. No pattern could be noted among the associate members. Table V compares ages of NACBA members with non-member CBA's.

## Title of Present Position

Marked differences were revealed in Table VI among member categories in terms of the present position (by title) held by the role incumbents. Contrary to the findings of previous studies which indicated a greater comparative balance, 59.3% of NACBA members now use some form of the title Church Business Administrator, (it could be Church Administrator, or Business Administrator) while only 14.7% use some form of the title Church Business Manager. Slightly over fourteen percent use some other title for their work, while only 6.1% served in dual capacities. Five percent were still NACBA members but had left the practice of church management for another position.

Title patterns among non-members as Table VI indicates are somewhat different than those of members. Only 23.6% of non-member CBAs used some form of the title Church Business Administrator and



15.1% used Church Business Manager. Many (26.4%) used another title and 21.7% had dual roles (combination jobs). In addition, the term Financial Secretary was used more among non-members of NACBA than among members (6.6% to 0.9%).

TABLE IV  
AGE OF CHURCH MANAGEMENT PRACTITIONERS

Age	Member	Associate Member	Member Emeritus	Non-Member	Total
20 - 24	0	1	0	0	1
25 - 29	4	1	0	1	6
30 - 34	6	3	0	6	15
35 - 39	8	2	0	13	23
40 - 44	25	5	0	13	43
45 - 49	44	12	0	15	71
50 - 54	48	7	0	15	70
55 - 59	35	5	1	15	56
60 - 64	31	8	0	13	52
65 - 69	20	5	4	9	38
70 -	10	5	2	5	22
Total	231	54	7	105	397

TABLE V  
 NUMBERS AND PERCENTAGES OF NACBA MEMBERS  
 AND NON-MEMBERS BY AGE

Age	<u>Member</u>		<u>Non-Member</u>		<u>Total</u>	
	No.	%	No.	%	No.	%
20 - 24	0	.0	0	.0	0	.0
25 - 29	4	1.7	1	1.0	5	1.5
30 - 34	6	2.6	6	5.7	12	3.6
35 - 39	8	3.5	13	12.4	21	6.3
40 - 44	25	10.8	13	12.4	38	11.3
45 - 49	44	19.0	15	14.3	59	17.6
50 - 54	48	20.8	15	14.3	73	18.8
55 - 59	35	15.2	15	14.3	50	14.9
60 - 64	31	13.4	13	12.4	44	13.1
65 - 69	20	8.7	9	8.6	29	8.6
70 -	10	4.3	5	4.8	15	4.5
Total	231	100.0	105	100.0	336	100.0

Some associate members hold positions which meet most standards of the church manager. One identifiable group is Temple Administrators of the Jewish religion. Another group consists of financial secretaries who have similar positions to the CBA, but apparently do not have managerial responsibility.

TABLE VI

## PRESENT POSITION (BY TITLE) OF CHURCH MANAGEMENT PRACTITIONERS

Title	Members	Associate Members	Members Emeritus	Non- Members	Total
Church (Business) Administrator	137	8	1	25	171
Church (Business) Manager	34	5	0	16	55
Financial Secretary	2	5	0	7	14
Other Title	33	8	0	28	69
Combination	14	3	0	23	40
Outside Church Management*	11	25	1	6	43
No Answer	0	0	0	1	1
Not Apply**	0	0	5	0	5
Total	231	54	7	106	398

\* Includes individuals serving on the local church level.

\*\* Includes individuals who are retired.

In addition to the three titles listed in the original questionnaire (Church Business Administrator, Church Business Manager and Financial Secretary), CBA's have found 41 other titles which are similar or equivalent to Church Business Administrator. Most common is the title Administrative Assistant used extensively among the American Lutheran CBA's and by others as well. Other titles found in the study were Executive Secretary (4), Minister of Administration (3), Minister of Management (1), Minister for Administration (1), of Business Administration (1), Parish Administrator (3), Administrative Director (2), Executive Director (1), and Administrative Associate (1). Another group was more specialized in nature such as : Comptroller (2), Church Accountant (1), Church Treasurer (3), Manager of Properties and Services (1), and Coordinator of Business Services (1).

CBA's had combined their titles 19 different ways. With the title Church Administrator was placed Director of Education (3), Financial Secretary (1), Minister of Education (1), and Minister of Music (2). In addition, Church Manager was placed with Financial Secretary (2), Treasurer (5), and Associate to the Minister (1). Most common was the title Minister of Education - Administration (10), used mostly by the Baptists. Others included Executive Secretary & Assistant Treasurer, Program & Business Manager, and Financial Secretary & Assistant Treasurer.

Individuals had listed 35 different types of positions outside that of church manager. The majority of the positions, however, were closely related to the church management profession. For example, 14 respondents were in positions related to church management at the

national denomination level, eight more were in conference (state) organizations, six were conference business administrators. Three were associated with the business of nurse administration in rest homes or hospitals. Four were employed in seminary management, while three others were professors in either seminaries or departments of business administration. The remainder included ministers, church secretaries, auditors, and even one electronics engineer.

#### Longevity in Position

One of the items on the questionnaire asked for the number of years served in Church Management. Only those who were serving a church in a position requiring managerial responsibility were considered in the analysis. Of the 310 who answered and to which the question applied (as measured by the criteria set forth in the preceding sentence), 30.7% (96) had entered the field during the last four years. In Table VII each succeeding category in the column total has fewer than the preceding one.<sup>1</sup> In terms of experience in church management, little difference is shown between the NACBA member and the non-member.

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<sup>1</sup>There is one small exception: more practitioners are in the 30-34 category (4) than 25-29 (3).

TABLE VII  
 EXPERIENCE IN CHURCH MANAGEMENT  
 OF PRACTICING CBA'S BY  
 NUMBER OF YEARS

Years	Members	Associate Members	Non- Members	Total
0 - 4	64	6	26	96
5 - 9	53	1	24	78
10 - 14	51	1	11	63
15 - 19	33	2	8	43
20 - 24	12	2	9	23
25 - 29	1	0	2	3
30 - 34	0	1	3	4
35 - 39	2	0	0	2
40 - 44	0	1	0	1
Total	210	14	86	310

#### Time on Present Job

Another question, closely related and similar in nature to the above asked for the length of the present position by the number of years employed. Again the same criteria were utilized to select qualified respondents and eliminate those which did not apply. Of the 310 who answered and for whom it did apply, 154 (49.7%) were in their

first four years of their present position. Only 27.3% had been at their present work ten years or more. Again each succeeding category in the totals column of Table VIII had fewer than the preceding one with a single exception.

TABLE VIII  
LENGTH IN PRESENT POSITION  
OF PRACTICING CBA's BY  
NUMBER OF YEARS

Years	Members	Associate Members	Non- Members	Total
0 - 4	104	7	43	154
5 - 9	48	1	22	71
10 - 14	33	2	8	43
15 - 19	16	2	4	22
20 - 24	7	1	7	15
25 - 29	0	0	1	1
30 - 34	0	1	1	2
35 - 39	2	0	0	2
Total	210	14	86	310

### Prior Experience

Over 45% (145) of practicing CBA's entered the field of Church Management directly from business related work experience. Another 17% (55) came from a business and religion background; 5% (17) came from business and some other field, and 6.6%(20) entered with a combination background in business, religion and some other field. In short, 74% of the individuals who are the practitioners of the church management profession have had business related work experience before entering the field. In contrast, individuals entering from only church related work experience comprise 9.4%; from other fields 15.3%; and from both religion and another field, 1%.

Overall, NACBA members have a higher percentage coming from business related work (47.5% to 38.8%) while non-members have a higher percentage coming from church related work experience (18.5% to 5.5%).

A large number of the individuals who entered church management from a field other than one which is business or church related came from the area of education (teachers 16, educational administration 4). Many others came from some type of organizational administration (military management 8, personnel administration 3, YMCA administration 7, hospital administration 3, and even funeral home management 1).

Others were accountants (8) or some type of treasurer or bookkeeper in an organization. Six had come from engineering. Beyond this point, no grouping was apparent. Other fields included social work (4), real estate, construction, economic geography, cosmetology, law, and farm management.



TABLE IX

## EXPERIENCE OF PRACTITIONERS BEFORE ENTERING CHURCH MANAGEMENT

Work Experience	Members	Associate Members	Members Emeritus	Non- Members	Total
Business Related	103	7	0	35	145
Church Related	11	3	0	17	31
Other	34	3	0	12	49
Business and Church	40	0	0	15	55
Business and Other	12	0	0	5	17
Church and Other	2	0	0	1	3
Business, Church and Other	15	0	0	5	20
No Answer	0	1	0	1	2
Not Apply	14	40	7	15	76
Total	231	54	7	106	398

## Education

In 1961, when the report of the Professional Standards and Training Committee of the NACBA was submitted, the average member had three years of college education. This has now changed somewhat, but not drastically. Table X indicates that of the NACBA members studied, 119 have achieved at least the college degree; 111 have not. Among non-members, 53 hold a degree, the same number do not. Associate NACBA members with degrees hold a 36 to 18 edge over non-degree holders. Members Emeritus, some of the founders of the profession, have two degree holders among seven. Over 36% of the practicing CBA's have taken some form of graduate study; 17.6% have achieved at least the master's degree. Non-member CBA's have a higher percentage of individuals without a high school education as well as a higher percentage of individuals with master's degrees and above when compared with NACBA members, creating a flatter distribution than that of members.

## Educational Preparation

The educational preparation for those of the church management field is strikingly similar to the type of work experience before entering the profession. For example, among practicing CBA's 49% majored in business, and 45% had business related experience only, 13% majored in religion, and 9.4% entered from church related work experience. The largest difference is that 26% had a major outside business or religion, whereas only 15% had work experience outside those same two areas. Another difference is that few individuals had

any type of combination major (33 of 281 CBA's), whereas a considerable number did have combination work experience (95 of 307).

Table XI shows that NACBA members had a higher percentage (54.3%) with a business major than did non-members (33%). However, non-members had a higher per cent (18%) with a religion major than did members (10.7%). Percentages for associate members were similar to those of members.

A total of thirty-one different majors were listed by practicing CBA's not having majored in either business or religion. Of these, education (23) and educational administration (8) represented the largest grouping. The second largest individual grouping was engineering (13), but the areas of sociology (6), psychology (8), social studies (5), and English (5) had their share. Others were music (8), mathematics (6), physics (3), law (4), chemistry (4), history (6), and political science (2). Also mentioned were journalism, economics, pharmacy, military science, pre-medicine, agriculture, speech, economic geography, hotel management, hospital administration, philosophy, nursing, and electronics.

#### Professional Certification

Table XII indicates that forty-nine per cent of member CBA's hold the FCBA (Fellow Church Business Administrator) certification granted by the NACBA. An additional 12.1% have United Methodist certification and/or have received the Professional Certificate in Church Management from the American University, Washington, D. C. Only 17.8% of the non-members hold any of the certifications mentioned above. Several of the CBA's mentioned holding the Lay Staff Workers

certification given by the American Lutheran Church. Several of the Southern Baptists mentioned were certified by their convention. Others were certified in areas other than the church management profession.

#### Present Salary

Members of NACBA are receiving much higher salaries on the average than non-members. One-hundred-six (47%) of the members considered in Table XIII have a salary of \$10,000 or more; 18 non-members (18%) make such a salary. Of those 18 non-member CBA's several are men with combination jobs working part-time in education or music.

Associate members have no general income pattern and only two members Emeritus have an income from present employment. More practicing CBA's earn a salary between \$7,500 and \$9,999 (30.3%) than any other category; 24.9% earn a salary between \$10,000 and \$12,499. Thirteen CBA's, all members, earn \$15,000 or more.

TABLE X

## EDUCATION OF CHURCH MANAGEMENT PRACTITIONERS BY FORMAL LEVEL ACHIEVED

	Members	Associate Members	Members Emeritus	Non- Members	Total
Less than High School Diploma	2	1	0	3	6
High School Diploma	25	6	1	12	44
Less than Bachelor's Degree	84	11	4	38	137
Bachelor's Degree	38	12	1	11	62
Bachelor's Degree plus	52	9	0	13	74
Master's Degree	14	3	0	12	29
Master's Degree plus	14	8	1	17	49
Doctor's Degree	1	4	0	0	5
No Answer	1	0	0	0	1
Total	231	54	7	106	398

TABLE XI

## EDUCATIONAL PREPARATION OF CHURCH MANAGEMENT PRACTITIONERS BY COLLEGE MAJOR

	Members	Associate Members	Members Emeritus	Non- Members	Total
Field of Business	106	23	2	31	162
Field of Religion	21	4	0	17	42
Outside Business and Religion	48	10	2	25	85
Business and Religion	11	5	0	4	20
Business and other	7	0	0	6	13
Religion and another field	3	0	0	1	4
Business, Religion and another field	1	2	0	0	3
No Answer	15	2	2	9	28
Not Apply	19	8	1	13	41
Total	231	54	7	106	398

TABLE XII

## CERTIFICATION OF CHURCH MANAGEMENT PRACTITIONERS

Certification	Members	Associate Members	Members Emeritus	Non- Members	Total
FCBA	87	5	5	1	98
United Methodist	4	1	0	15	20
Prof. Cert. In G.M.	4	1	0	2	7
FCBA and UMC	17	0	0	0	17
FCBA and PCCM	3	0	0	0	3
UMC and PCCM	5	0	0	0	5
FCBA, UMC and PCCM	0	0	0	0	0
No Certification	99	37	2	83	221
No Answer	12	10	0	5	27
Total	231	54	7	106	398

TABLE XIII  
PRESENT SALARY OF CHURCH MANAGEMENT PRACTITIONERS

Salary	Members	Associate Members	Members Emeritus	Non- Members	Total
\$ 0 - \$ 5,000	11	12	1	29	53
\$ 5,000 - \$ 7,499	35	4	0	25	64
\$ 7,500 - \$ 9,999	74	4	1	28	107
\$10,000 - \$12,499	72	17	0	12	101
\$12,500 - \$14,999	19	3	0	6	28
\$15,000 -	13	8	0	0	21
No Answer	5	2	0	2	9
Not Apply	2	4	5	4	15
<b>Total</b>	<b>231</b>	<b>54</b>	<b>7</b>	<b>106</b>	<b>398</b>



## Summary

In summary, the typical CBA is a married man in his early fifties. He goes by the title Church Business Administrator and earns approximately \$9,500 annually. He is a member of the National Association of Church Business Administrators.

The typical CBA now holds a college degree and often has several hours additional college work. His major in college was business and he entered the church management field after spending some time in the world of business. The CBA has only been in the field for five or six years, and his present position is often the second or third he has held. If he is a NACBA member, he is likely to hold the FCBA certification.

When compared with the non-member, the average NACBA member CBA is older, has more business work experience, is more highly certified, receives a higher salary, is more likely to be called a Church Business Administrator and to have had a business major in college. The average non-member is more likely to hold a combination job, to have more religious work experience, to have a religion major, and to have either a low formal education attainment or a high level attainment when compared with member CBA's. In most other comparisons the average NACBA member and non-member CBA are similar.

Attention in Chapter V will focus on "The Church Management Institution." Such items as church membership, church budget, number of employed personnel, years of CBA service, and years of lay financial management are considered.

## CHAPTER V

### THE CHURCH MANAGEMENT INSTITUTION

#### Denomination

Of the many denominations involved in the field of church management, four (United Methodist, Southern Baptist, American Lutheran, and Disciples of Christ) were selected to serve in this study as resources of non-NACBA member practicing church managers in the United States. Thus, these four denominations are represented by both members and non-members of the NACBA.

Among the 398 individuals responding, 66 are Baptists (33 are non-member Southern Baptists), 26 are Disciples of Christ (6 non-member), 33 are serving the Lutheran church (6 non-member American Lutherans), and 132 are United Methodists (62 non-member). A total of 19 denominations are represented. Table XIV lists the denominations and the number of institutions surveyed in each.

TABLE XIV  
 CHURCH MANAGEMENT DENOMINATIONS REPRESENTED  
 BY QUESTIONNAIRE RESPONDENTS

Denomination	Number of Churches
United Methodist	110*
Baptist	62*
Presbyterian	59
Lutheran	27*
Disciples of Christ	20*
United Church of Christ	19
Episcopal	18
Jewish	6
Seventh Day Adventist	3
Church of God	2
Inter-denominational	2
Reformed Church of America	2
Roman Catholic	2
Christian (Independent)	1
Christian Reformed	1
Nazarene	1
Non-denominational	1
Reformed Protestant Dutch Church	1
Unitarian	1

\*this number includes churches served by non-member CBA's.

### Membership

Seventy-five per cent of the churches served by a CBA have a membership between 1,000 and 4,000 members. Only 10% of those listed in Table XV have a membership of 1,000 or less. Many congregations of this latter group are served by non-NACBA member CBA's.

Eight per cent of the churches have 5,500 or more members. Nine churches have 7,000 or more members; the largest has over 13,000. Of the largest nine, 4 are United Methodist and 3 are Baptist. The Disciples of Christ organization has no church listed with a membership over 4,000. Of the Presbyterians, 50 (85%) of the churches have memberships between 1,000 and 4,000.

### Budget

A close relationship exists between the size of an institution's membership and the size of the operating budget. In general, for each member listed on the membership rolls, there is about \$100 in the church budget. This varies, of course, among denominations as greater stress is placed upon stewardship in some than in others. Also, some denominations may not keep records in the same manner as others, possibly causing an overstatement of some membership statistics.

The majority (236 and 68.5%) of local church operating budgets served by CBA's are between \$100,000 and \$400,000 (note the similarity here of budget statistics with those of membership). Ten per cent (33) of the churches have a budget exceeding \$550,000. Eleven churches have a budget of more than \$1,000,000; the largest exceeds \$2,000,000. Of those eleven, four are Baptist, two are United Methodist, and the

TABLE XV

## CHURCH MEMBERSHIP (MEMBERSHIPS OF CHURCHES SERVED BY GBAs)

<u>Membership</u>	<u>Denomination</u>						Total
	Baptist	Disciples of Christ	Lutheran	Presbyterian	United Methodist	Other	
0 - 1,000	4	6	6	2	8	7	33
1,000 - 2,499	17	8	9	29	54	27	144
2,500 - 3,999	22	6	8	21	30	13	100
4,000 - 5,499	8	0	2	3	9	1	23
5,500 - 6,999	8	0	1	2	5	1	17
7,000 - 8,499	1	0	1	1	1	0	4
8,500 - 9,999	1	0	0	0	3	0	4
10,000 -	1	0	0	0	0	0	1
No Answer	0	0	0	1	0	2	3
Not Apply	4	6	6	11	22	17	66
Total	66	26	33	70	132	66	395

remaining five are in the "other denomination" category. Most of these "other denomination" churches are located in New York City or Washington, D. C. They are either in an affluent section of the city or are the national cathedral type and require a substantial budget.

Among the Disciples of Christ churches, 90% (18) have budgets of \$400,000 or less. In comparison, only 61% (28) of the Baptist churches are in this category. Percentages of the other denominational categories range between these two as shown in Table XVI.

#### CBA Service

Slightly over thirty-five per cent (105) of the churches considered in this study have had a CBA less than five years. Only 44.5% (117) of those listed in Table XVI have had a CBA ten years or more. However, 6.8% (20) have been served 25 years or more. Most churches in this latter group have large memberships and operating budgets of \$550,000 or more. By necessity, then, these churches appear to have recognized the need for church management early.

Church management professionals have served the Lutheran church the shortest amount of time. In that denomination no church surveyed has had a CBA more than 19 years. Each of the other major denominational categories, by contrast, have several churches which have been served 25 years or more.

TABLE XVI  
CHURCH BUDGET (BUDGETS OF CHURCHES SERVED BY CBAs)

Budget	<u>Denomination</u>						Total
	Baptist	Disciples of Christ	Lutheran	Presbyterian	United Methodist	Other	
\$ 0 - 99,999	1	5	4	2	14	4	30
\$ 100,000 - 249,999	21	9	17	23	61	26	157
\$ 250,000 - 399,999	16	4	3	24	21	11	79
\$ 400,000 - 549,000	14	1	1	5	8	4	33
\$ 550,000 - 699,999	5	1	2	1	4	3	16
\$ 700,000 - 849,999	1	0	0	2	0	2	5
\$ 850,000 - 999,999	0	0	0	1	0	0	1
\$1,000,000 -	4	0	0	0	2	5	11
No Answer	0	0	0	1	0	0	2
Not Apply	4	6	6	11	22	13	64
<b>Total</b>	<b>66</b>	<b>26</b>	<b>33</b>	<b>70</b>	<b>132</b>	<b>68</b>	<b>394</b>

TABLE XVII  
YEARS OF CBA SERVICE

<u>No. Of Years</u>	<u>Denomination</u>						Total
	Baptist	Disciples of Christ	Lutheran	Presbyterian	United Methodist	Other	
1 - 4	16	3	11	18	35	22	105
5 - 9	12	6	9	16	19	12	74
10 - 14	11	3	3	11	20	7	55
15 - 19	8	3	1	3	10	6	31
20 - 24	5	1	0	2	2	1	11
25 -	3	3	0	5	3	6	20
No Answer	3	1	3	4	9	1	22
Not Apply	8	6	6	11	34	13	80
Total	66	26	33	70	132	68	395



### Lay Financial Employment

Most of the churches included in this study have had a lay employee in charge of finance (often for many years) before hiring a CBA whose partial function is to supervise the financial aspects of the church work. For example, Table XVIII indicates that 30.7% (82) have had a lay employee in charge of finance for 25 or more years; 6.8% (20) have had a CBA 25 years or more. By contrast, only 14.8% (38) have had a lay employee in charge of finance less than five years. This compares with 35% (105) churches that have hired CBA's during the same period of time (four years or less).

Lay financial employment, as well as church management, came to the Lutherans later than any of the other denominations. No Lutheran church studied has had such an employee more than 19 years.

### Full-Time Employed Personnel

A majority of the churches surveyed (51.2% - 169) have between 5 and 14 full-time employees (this includes the senior minister). Another 23.9% (79) have twenty or more. Only the Disciples of Christ and the Lutheran churches do not have a church listed with more than 25 full-time employees. The Lutherans (25.9% - 7) have the highest percentage of churches with four or fewer full-time employees. In general, however, the number of full-time employed personnel per church shows little pattern in any of the denominational categories studied.

TABLE XVIII  
YEARS OF LAY FINANCIAL EMPLOYMENT

<u>No. Of Years</u>	<u>Denomination</u>						Total
	Baptist	Disciples of Christ	Lutheran	Presbyterian	United Methodist	Other	
1 - 4	1	1	8	12	9	7	38
5 - 9	7	3	10	8	10	7	45
10 - 14	8	1	2	6	14	4	35
15 - 19	8	1	3	9	16	7	44
20 - 24	4	2	0	4	11	2	23
25 -	18	5	0	12	28	19	82
No Answer	14	7	4	8	17	7	58
Not Apply	6	6	6	11	27	14	72
Total	66	26	33	70	132	67	394

TABLE XIX.

## FULL-TIME EMPLOYED PERSONNEL IN CBA SERVED CHURCHES

<u>No. Of Employees</u>	<u>Denominations</u>					Total	
	Baptist	Disciples of Christ	Lutheran	Presbyterian	United Methodist		Other
1 - 4	3	4	7	3	16	2	34
5 - 9	13	5	10	12	30	16	86
10 - 14	10	5	6	13	34	15	83
15 - 19	15	3	3	12	8	7	48
20 - 24	9	3	1	8	14	2	37
25 -	12	0	0	10	8	12	42
No Answer	1	0	0	1	0	1	4
Not Apply	4	6	6	11	22	13	64
Total	66	26	33	70	132	68	395

### Summary

The typical institution employing church managers is Protestant (most likely: United Methodist, Presbyterian, Baptist, Lutheran, Disciples of Christ, United Church of Christ, or Episcopal), has a membership of about 3,000 and a budget of \$300,000. It has employed a CBA for about 10 years and a lay person in charge of financial records for more than 25. The average church surveyed had 12 full-time employees.

Chapter VI is entitled "Geographical Setting" and reports findings concerning the setting, city, state, and region of the churches served by CBAs.

## CHAPTER VI

### GEOGRAPHICAL SETTING

Almost half (49% or 163) of the churches surveyed are located in the central part of a city with 100,000 or more population. In every denominational category of Table XX, the number of urban churches is largest. However, among Presbyterians, both the suburban and urban categories have 44.4% (28) churches. Only 20% (66) of the churches are from a city with less than 100,000 population. An additional 1.2% (4) are in small town or rural settings. Further consideration is given church setting in Chapter VII.

#### Cities

Along with Minneapolis, the cities of the Southwest have the most practicing CBA's. Table XXI illustrates that of the top twenty cities with practicing CBA's, six are in Texas, two more are in Oklahoma. Some of the nation's largest cities (New York, Los Angeles, St. Louis, Washington, Kansas City and Pittsburgh) also are represented. CBA's can also be found in Hurst, Texas, and Glasgow, Montana, among others.

TABLE XX  
CHURCH SETTING

DENOMINATION	SETTING				Total
	Urban	Suburban	Small City	Rural	
Baptist	30	18	12	1	61
Disciples of Christ	14	4	2	0	20
Lutheran	12	10	5	1	28
Presbyterian	28	28	7	0	63
United Methodist	51	31	23	2	107
Other	28	19	7	0	54
Total	163	100	66	4	333

#### States

Tables XXII and XXIII indicate that Texas and California dominated this study in terms of the number of CBAs from each state. Oklahoma and Minnesota are a distant third and fourth. Alaska, Wyoming, New Hampshire, Maine, and North Dakota among others were not represented.

TABLE XXI  
CITIES WITH FOUR OR MORE PRACTICING CBA'S

City	No.	City	No.
1. Minneapolis	14	11. St. Louis	6
2. Dallas	12	12. Washington, D. C.	6
3. Oklahoma City	11	13. Ft. Wayne, Ind.	5
4. Houston	10	14. San Antonio	5
5. Ft. Worth	9	15. Austin, Texas	4
6. Atlanta	7	16. Birmingham	4
7. Los Angeles	7	17. Lubbock	4
8. New York	7	18. Milwaukee	4
9. Kansas City, Mo.	6	19. Tulsa	4
10. Pittsburgh	6	20. Pasadena, Calif.	4

TABLE XXII  
STATES WITH TWELVE OR MORE CHURCH MANAGEMENT PRACTITIONERS\*

State	Number
1. Texas	71
2. California	44
3. Oklahoma	28
4. Minnesota	20
5. Missouri	18
6. New York	16
7. Pennsylvania	16
8. Florida	15
9. North Carolina	15
10. Illinois	13
11. Indiana	13
12. Tennessee	12

\*This table includes all NACBA members, associate members, Members Emeritus, and non-members.

TABLE XXIII

LOCATION OF CHURCH MANAGEMENT PRACTITIONERS BY  
STATES IN ALPHABETICAL ORDER\*

State	No.	State	No.
Alabama	10	Montana	1
Alaska	0	Nebraska	4
Arizona	1	Nevada	0
Arkansas	1	New Hampshire	0
California	44	New Jersey	5
Colorado	1	New Mexico	3
Connecticut	1	New York	16
Delaware	4	North Carolina	15
District of Columbia	7	North Dakota	0
Florida	15	Ohio	3
Georgia	10	Oklahoma	28
Hawaii	2	Oregon	1
Idaho	0	Pennsylvania	16
Illinois	13	Rhode Island	0
Indiana	13	South Carolina	2
Iowa	6	South Dakota	4
Kansas	4	Tennessee	12
Kentucky	6	Texas	71
Louisiana	8	Utah	0
Maine	0	Vermont	0
Maryland	2	Virginia	10
Massachusetts	2	Washington	1
Michigan	9	West Virginia	1
Minnesota	20	Wisconsin	9
Mississippi	2	Wyoming	0
Missouri	18		

\*This table includes all NACBA members, associate members, members Emeritus, and non-members.

## Region

A little more than one-fourth (25.9% or 103) of the practicing CBAs are from the Southwest. The South (18.3% or 73) and the Great Lakes area (16.8% or 67) have the next largest numbers of CBAs.



Only in the Northeast (4.8% or 19) and the West (0.8% or 3) are CBAs not well represented.

TABLE XXIV  
LOCATION OF CHURCH MANAGEMENT PRACTITIONERS BY REGION\*

Region	States	No.	%
Southwest	Oklahoma, Texas, New Mexico, Arizona	103	25.9
Far West	California, Alaska, Hawaii	46	11.6
West	Colorado, Utah, Nevada, Wyoming, Montana, Idaho, Oregon, Washington	3	0.8
Great Plains	Kansas, Nebraska, South Dakota, North Dakota, Iowa, Missouri	36	9.0
Great Lakes	Minnesota, Wisconsin, Michigan, Illinois, Indiana, Ohio	67	16.8
Northeast	New York, Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire, Maine	19	4.8
Mid-East	Pennsylvania, New Jersey, Virginia, West Virginia, Kentucky, Delaware, Maryland, District of Columbia	51	12.8
South	Florida, Georgia, Mississippi, Alabama, Tennessee, North Carolina, South Carolina, Louisiana, Arkansas	73	18.3
	Total	397	100.0

\*The regions listed in Table XXIV were selected on the basis of geographical setting without regard to population or number of states listed in each category.

## Summary

Chapter VI has dealt with the geographical settings of churches served by CBA's. A typical CBA served church is most likely located in the central part of a city with a population of 100,000 or more.

Minneapolis, Dallas, Oklahoma City, and Houston are cities with the most CBA's while Texas, California, Oklahoma, and Minnesota are the leading states. The Southwest, South, and Great Lakes regions have the largest CBA representations.

Chapter VII considers relationships of the various possible combinations between age, formal education, and experience of CBA's. Also, denominational comparisons of NACBA members with non-member CBA's in terms of salary, membership, budget, and church setting are reported.

## CHAPTER VII

### RELATIONSHIPS AMONG MEASURED CHARACTERISTICS

In this concluding chapter of results, some basic relationships will be shown. The amount of accumulated raw data is large, and numerous relationship studies could be conducted. For the purposes of this study, however, only four questions were asked.

The first three questions concerned relationships among three variables (age, amount of CBA experience, and amount of formal education). The three questions dealt with every possible combination of the three variables.

Runyon and Haber suggest that "in order to express quantitatively the extent to which two variables are related, it is necessary to calculate a correlation coefficient."<sup>1</sup> The correlation coefficient used in this study was the Pearson product moment coefficient of correlation. The "Pearson r represents the extent to which the same individuals or events occupy the same relative position on two variables."<sup>2</sup> The values of the Pearson r vary between +1.00 (perfect positive correlation) and -1.00 (perfect negative correlation).

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<sup>1</sup>Richard P. Runyon and Audrey Haber, Fundamentals of Behavioral Statistics (Reading, Massachusetts, 1968), pp. 80-82.

<sup>2</sup>Ibid.

While both of these extremes represent perfect relationships between the variables, 0.00 represents the absence of a relationship.

#### Question A

What is the relationship between the age of CBA's and the amount of experience in church management? Using all role incumbents (members, associate members, members emeritus, and non-members) and rejecting those individuals who were coded "did not apply" or "did not answer," the Pearson  $r$  is 0.02 indicating no significant relationship is present. Using only members and non-members and rejecting all role incumbents who did not answer or to which the question did not apply, the Pearson  $r$  was again 0.02.

#### Question B

What is the relationship between the age of CBA's and the amount of formal education? Using the same procedure to calculate the correlation as in question A, it was found that data from all subjects yielded an  $r$  of -0.06 (no significant relationship) and for members and non-members only, the  $r$  was -0.03 (no significant relationship).

#### Question C

What is the relationship between the amount of formal education and the amount of church management experience of CBA's? Again using the same procedure as before, the Pearson  $r$  for all role incumbents was 0.05 (no significant relationship) and for members and non-members only was 0.03 (no significant relationship).

## Question D

What is the relationship between the members of the NACBA and non-members in terms of: present salary, size of church membership, size of church operating budget, and church setting? This question, unlike the others, requires a more complex formula for determining the relationships.

The two major denominations used to secure an answer to this question were the Baptists and United Methodists because these denominations had a substantial representation of both members and non-members.

As in other sections of this chapter, the frequency count and percentages were used extensively. For purposes of comparison another statistical tool, Chi square, was introduced. Chi square is "used to determine the significance of differences between two independent groups."<sup>3</sup> The data appropriate for Chi square must consist of frequencies in discrete categories. The question under concern is usually whether the two groups differ with respect to some characteristic and therefore with respect to the relative frequency with which group members fall in several categories.

A requirement of Chi square is that no more than 20% of the cells will have an expected frequency less than 5 and none will have an expected frequency less than one. As a result, some categories of

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<sup>3</sup>Sidney Siegel, Nonparametric Statistics For The Behavioral Sciences (New York, 1956), p. 104.

tables in this chapter were combined at the upper and/or lower category levels for proper computation of Chi square.

With this brief introduction in mind, it is now possible to proceed with reporting of the findings related to question D.

Present Salary: NACBA member Baptists and non-member Baptists are fairly similar in terms of their present salary. For example, the mean for NACBA member Baptists is almost exactly \$10,000; for non-members is in \$9,510. Overall, Table XXV indicates that 41% of all Baptist CBA's are in the salary category from \$7,500 to \$10,000. The major difference lies in the fact that 50.0% of the members earn \$10,000 or more; only 39.4% of non-members earn this much.

The Chi square statistic (.773 with 3 degrees of freedom)<sup>4</sup> indicates no significant difference in terms of the relative frequency with which group members fall into several categories. Therefore, the average differences in salary among Baptists is slight although the NACBA members tend to earn more.

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<sup>4</sup>To meet the requirement of Chi square the lower categories of Table XXV (\$0-\$5,000 and \$5,000-\$7,499) and the higher categories (\$12,500-\$14,999 and \$15,000) were respectively combined. Similar adjustments were made in other tables of this chapter.

TABLE XXV  
 COMPARISON OF NACBA MEMBERS AND NON-MEMBERS  
 IN TERMS OF PRESENT SALARY  
 (BAPTIST)

Present Salary	Members		Non-Members	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
\$ 0 - 5,000	0	.0	2	6.1
\$ 5,000 - 7,499	4	14.3	3	9.1
\$ 7,500 - 9,999	10	35.7	15	45.5
\$10,000 - 12,499	9	32.1	8	24.2
\$12,500 - 14,999	5	17.9	5	15.2
\$15,000 -	0	.0	0	.0
Total	28	100.0	33	100.0

Unlike the Baptists, there is a substantial salary difference, as indicated in Table XXVI, between NACBA member United Methodists and non-members. For example, the mean salary for members is \$9,213, but for non-members the mean is less than \$6,000. The mean of the non-members is low because of the 56 non-member Methodist CBA's (47.0%) earn less than \$5,000.<sup>5</sup>

<sup>5</sup>The reason for this fact lies partially in the circumstance that many United Methodist non-member CBA's are retired and on Social Security. These individuals are limited by law in their earnings. Also, several of the United Methodist non-members are female.

TABLE XXVI  
 COMPARISON OF NACBA MEMBERS AND NON-MEMBERS  
 IN TERMS OF PRESENT SALARY  
 (UNITED METHODIST)

Present Salary	Members		Non-Members	
	<u>No.</u>	<u>%</u>	No.	%
\$ 0 - 5,000	5	9.6	26	46.4
\$ 5,000 - 7,499	8	15.4	18	32.1
\$ 7,500 - 9,999	20	38.5	10	17.9
\$10,000 - 12,499	15	28.8	1	1.8
\$12,500 - 14,999	4	7.7	1	1.8
\$15,000 -	0	.0	0	.0
Total	52	100.0	56	100.0

The United Methodist NACBA members, on the other hand, have over 38% (20) of their role incumbents receiving a salary of \$10,000 or more. Only 3.8% of the non-members exceed the \$10,000 salary mark.

The Chi square statistic (35.22 with 4 degrees of freedom) indicates that the observed differences were significant beyond the .001 level of confidence (using a two-tailed test). Thus, in general, the NACBA-member United Methodists earn a substantial amount more than the average non-member United Methodist CBA.



Church Membership: Baptist NACBA members are serving churches that have an average of 3,880 members compared with an average 3,205 members for non-member Baptist CBA's. Much of this difference stems from three NACBA member served churches which have memberships exceeding 7,000, one exceeding 10,000. Otherwise, as Table XXVII illustrates, the distribution comparison is approximately the same.

TABLE XXVII

COMPARISON OF NACBA MEMBERS AND NON-MEMBERS  
IN TERMS OF CHURCH MEMBERSHIP  
(BAPTIST)

Church Membership	Members		Non-Members	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
0 - 1,000	3	10.7	1	3.0
1,000 - 2,499	6	21.4	11	33.3
2,500 - 3,999	8	28.6	13	39.4
4,000 - 5,499	4	14.3	4	12.1
5,500 - 6,999	4	14.3	4	12.1
7,000 - 8,499	1	3.6	0	.0
8,500 - 9,999	1	3.6	0	.0
10,000 -	1	3.6	0	.0
Total	28	100.0	33	100.0

The Chi-square of 1.64 with 2 degrees of freedom supports this observation. It indicates no significant difference with respect to the relative frequency in the various categories.

United Methodist NACBA members are serving churches with an average membership of 3,528 compared with 2,055 for the non-member. A major reason for this difference, as shown in Table XXVIII, is that of the 10 United Methodist churches surveyed with 5,500 or more members, only one is served by a non-member. On the other hand, 79.2% of the non-members serve a church with less than 3,000 members compared with 31.5% of the members who serve churches of this size.

The Chi-square of 25.82 with 3 degrees of freedom is significant beyond the .001 level of confidence. This tends to indicate that a relationship between NACBA membership and the size of church membership exists. The direction of the relationship being that as a United Methodist church's membership rises, the greater are the chances that the church will be served by a NACBA member church manager.

TABLE XXVIII  
 COMPARISON OF NACBA MEMBERS AND NON-MEMBERS  
 IN TERMS OF CHURCH MEMBERSHIP  
 (UNITED METHODIST)

Church Membership	Members		Non-Members	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
0 - 1,000	1	1.9	6	11.3
1,000 - 2,499	16	29.6	36	67.9
2,500 - 3,999	24	44.4	6	11.3
4,000 - 5,499	5	9.3	4	7.5
5,500 - 6,999	4	7.4	1	1.9
7,000 - 8,499	1	1.9	0	.0
8,500 - 9,999	3	5.6	0	.0
10,000 -	0	.0	0	.0
<b>Total</b>	<b>54</b>	<b>100.0</b>	<b>53</b>	<b>100.0</b>

Church Budget: In comparing Baptist NACBA member served churches with non-member CBA served churches, it is found that a large difference in the average budget exists. For example, the members serve churches with an average budget of \$458,500.00 while the average budget for churches served by non-members is \$325,000. One reason for this wide difference is that four NACBA member served churches have more than one-million dollar operating budget. The largest budget of a non-

member served Baptist church is located between \$700,000.00 and \$850,000.00. By contrast, 72.7% (24) of the non-member served churches have a budget less than \$400,000; only 46.4% (13) of the NACBA member served churches are in this category as indicated by Table XXIX.

TABLE XXIX  
COMPARISON OF NACBA MEMBERS AND NON-MEMBERS  
IN TERMS OF CHURCH BUDGET  
(BAPTIST)

Church Operating Budget	Members		Non-Members	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
\$ 0 - 99,999	1	3.6	0	.0
\$ 100,000 - 249,999	6	21.4	14	42.4
\$ 250,000 - 399,999	6	21.4	10	30.3
\$ 400,000 - 549,999	9	32.1	5	15.2
\$ 550,000 - 699,999	2	7.1	3	9.1
\$ 700,000 - 849,999	0	.0	1	3.0
\$ 850,000 - 999,999	0	.0	0	.0
\$1,000,000 -	4	14.3	0	.0
Total	28	100.0	33	100.0

The Chi square of 4.68 with 3 degrees of freedom is significant only at the .20 level of confidence, which indicates that the observed differences were no greater than could have occurred by chance.

Among United Methodist churches the difference in budgets is fairly substantial between churches served by member CBA's and those served by non-members. The average budget for NACBA member served churches is \$290,500 compared with \$178,000 for non-members. Table XXX shows that only five United Methodist churches (all NACBA member served) have a budget of \$550,000 or more; only one of this group exceeds the \$1,000,000 mark.

The Chi square statistic (14.34 and 3 degrees of freedom) indicates significant differences between NACBA members and non-members in terms of operating budget at the .01 level of confidence. The direction of the relationship is that as the size of a United Methodist church's budget rises, the greater the chances that church will be served by a NACBA member church manager.

TABLE XXX  
 COMPARISON OF NACBA MEMBERS AND NON-MEMBERS  
 IN TERMS OF CHURCH BUDGET  
 (UNITED METHODIST)

Operating Budget	Members		Non-Members	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
\$ 0 - 99,999	3	5.7	10	18.9
\$ 100,000 - 249,999	26	49.1	33	62.3
\$ 250,000 - 399,999	12	22.6	9	17.0
\$ 400,000 - 549,999	7	13.2	1	1.9
\$ 550,000 - 699,999	4	7.5	0	.0
\$ 700,000 - 849,999	0	.0	0	.0
\$ 850,000 - 999,999	0	.0	0	.0
\$1,000,000 -	1	1.9	0	.0
Total	53	100.0	53	100.0

Church Setting: Baptist churches served by NACBA members tend to be located in the downtown (central) sections of large metropolitan cities more than churches served by non-members. For example, 64.3% (18) of the Baptist NACBA member served churches are in downtown urban settings compared with 36.4% (12) of the churches served by non-members. Table XXXI indicates that the non-members, by contrast, serve a higher percentage of churches in each of the remaining

categories (suburban, small city, and small town-rural).

The Chi square statistic of 5.35 with 2 degrees of freedom is not quite significant at the .05 level of confidence. It does tend to indicate, however, that the observed differences may be due to more than chance alone. The direction of the relationship is that if a large Baptist church is located in a downtown urban setting that church is more likely to be served by a NACBA member than a non-member CBA.

TABLE XXXI  
COMPARISON OF NACBA MEMBERS AND NON-MEMBERS  
IN TERMS OF CHURCH SETTING  
(BAPTIST)

Church Setting	Members		Non-Members	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
Urban	18	64.3	12	36.4
Suburban	7	25.0	11	33.3
Small City	3	10.7	9	27.3
Small Town-Rural	0	.0	1	3.9

A similar pattern holds true for the United Methodists as for Baptists in terms of church setting. Over sixty per cent (33) of the United Methodist NACBA members serve churches in the downtown section (central) of a large metropolitan area. This compares with 34.0% (18) for the non-members. In the suburban and small city categories of

Table XXXII, the non-members have the higher percentage of churches (32.1% to 14.9). Each group has one church in the small town-rural category.

The Chi square statistic of 9.58 with 2 degrees of freedom is significant at the .01 level of confidence indicating that the observed differences probably did not occur by chance.

TABLE XXXII  
COMPARISON OF NACBA MEMBERS AND NON-MEMBERS  
IN TERMS OF CHURCH SETTING  
(UNITED METHODIST)

Church Setting	Members		Non-Members	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
Urban (central)	33	61.1	18	34.0
Suburban	13	24.1	18	34.0
Small City	7	13.0	16	30.2
Small Town-Rural	1	1.9	1	1.9
Total	54	100.0	53	100.0



## Summary

Chapter VII considered four questions drawn from a large number of different relationship and comparison studies which could have been conducted from the data available.

The first three questions considered the various possible combinations of the CBAs' age, formal education, and experience to determine what relationships might be present. Using the Pearson product moment correlation coefficient ( $r$ ), it was found that no significant correlation existed between any of the possible combinations.

The fourth question compared members of the NACBA with non-members of individual denominations. This study used Baptists and United Methodists, and the statistical tool Chi square to determine the presence of significant differences between the two groups.

United Methodist CBAs tended to have more statistically significant differences between NACBA members and non-members than did Baptists. Among United Methodists, NACBA members received a larger salary, served a larger church membership that had a larger operating budget and tended to serve a higher proportion of urban (center city) churches in large metropolitan cities than did non-members. In each of the four comparisons, the Chi square statistic indicated the differences to be significant within the .05 level of confidence, suggesting that a relationship between NACBA membership and the variables compared exists.

The same pattern held true for NACBA member Baptists when compared with Baptist non-members, but not to the significant degree of the United Methodists.

Chapter VIII reviews the study in terms of its purpose, significance, and results. It also evaluates the emergence of church management as a profession, and suggests other areas for further study.

## CHAPTER VIII

### SUMMARY AND CONCLUSIONS

This report has presented a description of a primary investigation concerned with the emerging profession of church management. The major purpose was to assemble, classify, and show relationships of basic information concerning practitioners, churches, and geographical settings involved in the field of church management, and to form a foundation of knowledge concerning the profession so that other more specific studies could be developed.

The objectives of the study consisted of four major phases: (1) the description of church management role incumbents in terms of sex, marital status, age, title, professional membership, professional experience, education and present salary, (2) the description of institutions served by CBA's in terms of denomination, membership, budget, years of CBA employment, of lay financial management, and the number of full-time employed personnel, (3) the description of the geographical settings in terms of church metropolitan setting, city, state, and region, (4) the determination of relationships between combinations of CBA age, experience, and formal education, plus a comparison study between NACBA members and non-members of two denominations in terms of present salary, church membership, church budget, and church metropolitan setting.

The data were accumulated through the use of a questionnaire sent to each member, associate member, and member emeritus of the NACBA and to non-member practicing church managers of the United Methodist, Southern Baptist, American Lutheran, and Disciples of Christ denominations. Approximately 750 questionnaires were originally sent; 398 were used in the final compilation.

The significance of this study lies in the fact that few valid secondary research studies can be practically attempted without an extensive foundation of basic knowledge. It was designed to open the door to research heretofore impossible because of inadequate primary data. Besides the NACBA and interested ministers, both major church bodies and other interdenominational groups should find this study a ready reference for additional consideration of the broad area of church management.

### Results

The results of this study were reported in Chapters IV through VII, each dealing with a phase of the study's objectives as described earlier in the report. These findings are summarized below in brief statement form.

#### The Church Manager:

1. Of the 398 individuals included in this study, 231 were members of the NACBA, 54 were associate members, 7 were members emeritus, and 106 were non-members.

2. Of the individuals studied in this report, 84.9% were male, 15.1% were female. More women were included among the non-members (33%) than in any other grouping.

3. Most role incumbents (almost 90%) were married. This was true for each group studied.

4. The most common ages for role incumbents were between 40 and 64. Few practicing CBA's were under 34 years; none under 25. Approximately 13% of the individuals were 65 or older.

5. A majority (59.3%) of the practicing NACBA members used some form of the title Church Business Administrator (it could also be Church Administrator or Business Administrator): 14.7% used some form of the title Church Business Manager. This compares with percentages of 23.6% and 15.1% respectively for non-members. The remaining practitioners came under any one of 41 other titles which do not imply either of the two primary ones.

CBA's have combined their role responsibilities (by title) nineteen different ways, with the title Minister of Education-Administration most often used. Individuals from outside the local church listed 35 different titles; the majority of which were closely related to the church management field.

6. Thirty per cent of practicing CBA's have entered the field of church management during the last four years. The percentages decrease with each additional five year period.

7. Fifty percent of practicing CBA's have been in their present position for four years or less. Only 27.3% have been in their present position for as long as 10 years. The percentages decrease with each additional five year period.

8. Over three-fourths of the practicing CBA's have some type of business related work experience before entering the field. NACBA members have a higher percentage of CBA's coming from business related

work (47.5% to 38.8%), when compared with non-members, while the non-members have comparatively higher percentage coming from church related work experience only (18.8% to 5.5%).

9. Slightly over 50% of the individuals studied hold the bachelor's degree. Over 36% of the practicing CBA's have taken some form of graduate study; 17.6% hold at least a Master's degree.

10. Among practicing CBA's 49% majored in business, 13.5% majored in religion, and 26% had a major in another field. The remainder had combination majors in college. Member CBA's had a higher percentage (54.3%) with a business major than did non-members (33%) while non-members had a higher per cent (18%) with a religion major than did members (10.7%).

11. Over sixty per cent of member CBA's hold some type of professional certification related to church management. Only 17.8% of non-members held any certifications mentioned in the questionnaire.

12. Only NACBA members have a large percentage (47%) of individuals earning a salary of \$10,000 or more. More practicing CBA's earn a salary in the category of \$7,500 to \$9,999 (30.3%) than any other category.

#### The Institution:

1. Nineteen denominations were involved in the study. United Methodist, Baptist, Presbyterian, Lutheran, Disciples of Christ, United Church of Christ and Episcopal churches were most commonly represented.

2. Three-fourths of the churches surveyed had a membership between 1,000 and 4,000; 10% have less than 1,000. Eight per cent have 5,500 or more members.

3. Over 68% of local church operating budgets were between \$100,000 and \$400,000. Eleven churches had a budget of more than \$1,000,000. There seems to be an overall average of about \$100 in the operating budgets for each individual listed in the church memberships.

4. Many churches (35%) had employed a CBA for a period of four years or less. However, 44% have had a CBA for ten years or more; 6.8% for 25 or more years.

5. Most churches have had a lay employee in charge of finance (often many years) before hiring a CBA. Over 30% have had a lay employee of this nature for 25 or more years; only 14.2% have had such a person four years or less.

6. The number of full-time employed personnel per church ranges from less than five to more than twenty-five. The two largest categories (5-9, 10-14) involve 51.2% of the total.

#### Geographical Setting:

1. About half of the churches were located in the central part of a city with a population of 100,000 or more. Another 33% have a suburban setting. Only 20% were from a city of less than 100,000. The remaining 1.2% are in small town or rural settings.

2. Eight of the leading cities (by number of role incumbents) are from either Texas or Oklahoma. Minneapolis (14) is the individual leader with New York, Los Angeles, St. Louis and many others also represented.

3. Texas (71), California (44), Oklahoma (28), and Minnesota (20) had the largest numbers of role incumbents in the survey. Twelve states have 12 or more individuals in the study.

4. The Southwest region (25.9%) and the South (18.3%) led in the number of role incumbents. Only in the Northeast and West (this does not include California) are CBA's not well represented.

Relationships:

1. No significant relationship exists between the age of CBA's and the amount of their experience in church management.

2. No significant relationship exists between the age of CBA's and the amount of formal education.

3. No significant relationship exists between the amount of formal education and the amount of church management experience of CBA's.

The three statements above have several implications for church management even though no significant relationships exist:

- a. Individuals who enter church management are still coming at all ages or else younger practitioners would tend to have less experience than their elder colleagues.
- b. Although other parts of the study indicate that the level of formal educational attainment is rising, its source is not distinguishable among the young or old, the experienced or the novices.
- c. Experienced CBAs can be found among individuals in their thirties and in their seventies.

Thus a sixty year old man with a master's degree who has thirty-five years of church management experience may be as likely to be a CBA as a man only thirty who has a business college education and two years of church management practice. Other similar combinations of age, formal education, and CBA experience may be just as common.

These findings imply that church management is not the goal of the average college age student who may later join the profession. Therefore, church management would tend to be different from the



profession of medicine for example. Medical students prepare throughout college for their work and enter at a comparatively young age. Unlike church managers, experienced medical practitioners tend to be older than their more inexperienced colleagues. Educational administrators are more nearly like CBAs as they tend to enter the profession at a variety of ages. It appears that, although certain prerequisites are necessary for emergence as a profession, a profession can have great diversity among its members in terms of age, experience and education.

4. NACBA member Baptists and non-member Baptists earn about the same salary, although members on the average have a slight edge (\$10,000 to \$9,510). NACBA member United Methodists earn substantially more than non-member CBA's (\$9,213 to \$6,000).

5. NACBA member Baptists serve (on the average) slightly larger churches than their non-member counterparts (3,880 members to 3,205). NACBA member United Methodists serve much larger church memberships than do non-members (3,528 to 2,055).

6. The operating budgets for churches served by NACBA member Baptists are much larger than those of the non-member CBA served churches (\$458,550 to \$325,00). A more significant difference exists among the United Methodists (\$290,500 to \$178,000).

7. Baptist churches served by NACBA members tend to be located in the downtown (central) sections of large metropolitan cities more (64.3% to 36.4%) than the non-member churches. The same pattern basically holds for the member United Methodist when compared to the non-member (61.1% to 34%).

### Church Management As a Profession

The criteria for professionalism as described by Robert Gray were listed in Chapter II. In his book, Gray<sup>1</sup> also applied those criteria to what church management's advancement had been in each. His assessment is as follows:

Although the "advance has been significant within the past few years," church business management is "not yet" a profession. The area of self-consciousness is "very good" because a "good national association exists supplemented by effective regional groups."<sup>2</sup> Education is "limited, fragmentary, and still controversial."<sup>3</sup> Licensing in church management is not expected, so formal entry is not required but is available through certification by the NACBA, American University or through individual denominations.

Gray<sup>4</sup> suggests that independence of action is still limited but that exchange of information is excellent. He suggests that church management also rates high in limited self-promotion, service to others, and general ethics.

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<sup>1</sup>Gray, Church Business Administration: An Emerging Profession, p. 73.

<sup>2</sup>Ibid., p. 73.

<sup>3</sup>Ibid., p. 74.

<sup>4</sup>Ibid., p. 75.

The two criteria that can be tangibly measured by the current study are education and formal entry. The amount of formal education among church management role incumbents seems to be rising. In 1959, Jahnke<sup>5</sup> reported forty-two per cent having bachelors degrees, 7% of which held the masters degree. The Professional Training and Standards Committee in 1961 reported that the average CBA had been to college but did not hold a bachelors degree. Wyckoff's<sup>6</sup> findings in 1964 were similar to the others. The present findings however, indicate over fifty per cent of church management role incumbents with the bachelor's degree and 17.6% with at least a masters degree. Although a curriculum has still not developed on a large scale, significant advancement seems to have taken place.

Certification of church management practitioners has not been the subject of consideration by any of the previous studies, but among NACBA member role incumbents, it has become extensively adopted. For example, over 60% have some type of church management certification. However, certification among non-members is very limited.

The figures of this study support Gray in his assessment of church management in relation to education and formal entry. It must therefore still be said that church management is emerging as a profession, but has not yet arrived.

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<sup>5</sup>Jahnke, p. 30.

<sup>6</sup>Professional Standards and Training, p. 3.

<sup>7</sup>Wyckoff, p. 100.

### Suggestions For Further Study

Any study of a primary nature leads the researcher to discover a host of other possibilities for secondary research. However, as a listing of secondary studies could be almost infinite, it was considered by the author a more fruitful step to consider other primary work that would also be valuable in forming the foundation of knowledge so necessary in any emerging profession.

This study was limited to a description of the role incumbents, institutions and metropolitan areas involved in church management (with some relationships also considered). By definition, Church Management implies the Christian religion and also the NACBA has been basically limited to Protestant denominations. It would seem that many similar problems are experienced by other religious groups, and in the author's opinion similar studies could provide valuable information in future research. Therefore, the following proposals are made:

A. A similar and/or comparative study of the Jewish Temple and Synagogue Administrators, the institutions they serve, and the metropolitan areas involved. Two national organizations presently exist which serve these individuals, and although previous studies have been attempted, an extensive duplicate profile study would be valuable.

B. A research study into administrative practices of the Roman Catholic Church. Until recently, priests had been assigned to serve in administrative capacities when necessary. Now some lay administrators exist, and this appears to be a direction in which the

church is moving. More information is needed.

C. Research studies into other areas of Religious Institutional Management (hospital, college, seminary, and YMCA administration). In the past few years a trend has been emerging to consider religious institutional management in broader terms than church administration or any of the others mentioned above. Indeed, to have a sufficient "market" of students for future educational programs, such a direction may be necessary. Thus, basic information for each of these specific fields needs consideration.

Within the church management profession, several basic areas of study have still not received sufficient research. Therefore, the following proposals for future study are suggested:

A. Research into the work of Church Administrators. Such a project could aid the profession in better defining the nature of the CBA's work and suggesting possible improvements to his job description.

B. Research into the staff policies of churches large enough to have an executive staff. Such research would enable CBA's to develop more universalistic practices concerning the adoption of local church policies.

C. Research into church staff salaries. Such a study would consider large and small churches, ministers, CBAs and secretaries, male and female, plus a variety of other variables to assemble an overall salary picture of churches in the United States.

D. Research into the personalities of the individual CBAs. Such a study might include consideration of leadership behavior in relation to the church staff. Attention might be focused on such characteristics as aloofness, production emphasis, thrust, and consideration.<sup>8</sup>

E. Research into the organizational climates of churches served by CBAs. Such a study would consider the "personality" of a church staff in relationship to one individual to another. Characteristics studied might be disengagement, hindrance, esprit, and intimacy.<sup>9</sup>

F. Research into how ministers apply the savings in time and energy to pastoral duties when relieved by CBAs of their administrative burdens. Such research would determine what ministers actually do with the time gained from the release from administrative tasks.

#### Concluding Remarks

The field of church management is relatively new. However, with each year, signs of progress appear on the horizon of the profession it strives to be. Its function seems to be of value, yet its vast potentialities mostly lie untapped. The trickle of advancement becomes increasingly greater as more and more large-sized churches aggressively pursue expanded programs resulting in growth both in numbers and in Christian service.

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<sup>8</sup> Andrew W. Halpin, Theory and Research in Administration. (New York, New York, 1966), pp. 133-34. Research suggestions D and E originated with Halpin in his studies concerning the organizational climates of elementary schools. His research methodology, although somewhat complex, could be adopted for use in a study of church organizational climates.

<sup>9</sup>Ibid.

As the needs for specialized service increase, these churches recognize that the senior minister or his seminary trained staff cannot meet all service requirements with maximum efficiency and effectiveness. The administrative tasks alone loom greater each year in the larger sized churches and the employment of a professional CBA becomes at least a partial solution to the problem.

Thus, it is hoped that the data of this study will aid the members of the NACBA, non-member CBA's, ministers, church boards, and other interested persons in better understanding the individual who is called a Church Business Administrator.

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APPENDIX A

SAMPLE QUESTIONNAIRE

Name. . . . .Date. . . . .

Church. . . . .City. . . . . State. . . . .

Instructions: Please complete this form by checking the appropriate boxes and filling in blanks where indicated. Associate and Honorary NACBA members need answer only those applicable.

- 1. Sex:
  - Male,  Female
- 2. Marital Status:
  - Single,  Married
  - Widow(er),  Separated or Divorced
- 3. Age:
  - 20-24,  25-29,  30-34,  35-39,  40-44,
  - 45-49,  50-54,  55-59,  60-64,  65-69,
  - 70-
- 4. Present Position: (By Title)
  - Church (Business) Administrator
  - Church (Business) Manager
  - Financial Secretary
  - Other (please specify). . . . .
- 5. NACBA membership:
  - Member,  Associate Member,  Honorary Member,
  - Non-member
- 6. Experience in Church Management: 7. Length of Present Position
 

. . . . .Indicate No. of years. . . . .Indicate No. of years.
- 8. Type of Experience before entering Church Management:
 

(Answer all three if applicable)

  - Business Related Work Experience
  - Church Related Work Experience
  - Other (please specify in Broad Terms). . . . .

9. Amount of Education:

- Less than High School diploma,  High School diploma,
- Less than Bachelor's degree,  Bachelor's degree,
- Bachelor's degree plus additional credits,  Master's
- Master's degree plus additional credits,  Doctor's

10. Educational Preparation:

- Major within the field of business,
- Major within the field of religion,
- Major in area outside business and religion: (please specify),

.....

11. Certification: (If more than one apply, please indicate)

- FCBA
- United Methodist Certification
- Professional Certificate in Church Management
- No professional certification

12. Present Salary:

- \$0 -5,000,  \$5,000-7,499,  \$7,500-9,999,
- \$10,000-12,499,  \$12,500-15,000,  \$15,000-

13. Church Denomination:

- Baptist,  Disciples of Christ,  Lutheran,
- Presbyterian,  United Methodist,  \*Other.

\*Please Specify. ....

14. Church Membership:

- \*0-1,000,  1,000-2,499,  2,500-3,999,
- 4,000-5,499,  5,500-6,999,  7,000-8,499,
- 8,500-9,999,  \*10,000-

\*Please Specify Exact Membership. ....

15. Church Budget:

- \*\$0-99,999,  \$100,000-249,000,  \$250,000-399,999,
- \$400,000-549,999,  \$550,000-699,999,  \$700,000-
- 849,999,  \$850,000-999,999,  \*\$1,000,000-

\*Please Specify Exact Budget.. ....

16. Number of years your church has been served by a CBA:

- 1-4,  5-9,  10-14,  15-19,  20-24
- 25-

17. Number of years your church has had a Lay Employee in charge of Finance:

- 1-4,  5-9,  10-14,  15-19,  20-24,
- 25-

18. Number of Full-Time Employed Personnel: (Include Senior Minister)  
 1-4,  5-9,  10-14,  15-19,  20-24,  
 25-

19. Church Setting:  
 Urban (center city)  Suburban,  Small City (pop.  
less than 100,000,  Rural (small town or country).\*

Please mail at earliest convenience to: Mr. Gary M. Gray  
Fourth & Birch  
Wellston, Oklahoma 74881

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\*On the original questionnaire, a Processing Purposes Only column was to the left of each question. Space did not permit the column to be shown here.

## QUESTIONNAIRE CODE SYSTEM

The following lists the numbers assigned to the questions and possible combinations of questions used in this study. Special numbers were used when the question was not answered, or when the question did not apply to the respondent.

## 1. Sex:

Male (1), Female (2).

## 2. Marital Status:

Single (1), Married (2), Widow(er) (3), Separated or Divorced (4), No Answer (8).

## 3. Age:

20-24 (01), 25,29 (02), 30-34 (03), 35-39 (04), 40-44 (05),  
45-49 (06), 50-54 (07), 55-59 (08), 60-64 (09), 65-69 (10),  
70- (11), No Answer (98).

## 4. Present Position: (By Title)

Church (Business) Administrator	(1)
Church (Business) Manager	(2)
Financial Secretary	(3)
Other Title	(4)
Combination Role	(5)
Outside Church Management	(6)
No Answer	(8)
Not Apply	(9)

## 5. NACBA Membership:

Member	(1)
Associate Member	(2)
Honorary Member	(3)
Non-Member	(4)

## 6. Experience in Church Management:

(By number of years using 2 columns)

No Answer	(98)
Not Apply	(99)

## 7. Length of Present Position:

(By number of years using 2 columns)

No Answer	(98)
Not Apply	(99)

## 8. Type of Experience before entering Church Management:

(Respondents were to answer all three if applicable)

Business related	(1)	Business & Other	(5)
Church related	(2)	Church & Other	(6)
Other type of experience	(3)	Business, Church, and Other	(7)
Business & Church	(4)		
	No Answer		(8)
	Not Apply		(9)

## 9. Amount of Education:

Less than High School diploma	(1)	Bachelor's degree plus	(5)
High School Diploma	(2)	Master's degree	(6)
Less than Bachelor's Degree	(3)	Master's degree plus	(7)
Bachelor's Degree	(4)	Doctor's degree	(8)

No Answer (9)

## 10. Educational Preparation:

(Respondents were to answer all three if applicable)

- Major within the field of business (1)
- Major within the field of religion (2)
- Major in area outside business & religion (3)
- Major in business & religion (4)
- Major in business & another field (5)
- Major in business, religion, & another field (6)
- No Answer (8)
- Not Apply (9)

## 11. Certification:

(Respondents were to answer all three if applicable)

- Fellow Church Business Administrator (FCBA) (1)
- United Methodist Certification (2)
- Professional Certificate in Church Management (3)
- FCBA & United Methodist Certification (4)
- FCBA & PCCM (5)
- United Methodist Certification & PCCM (6)
- FCBA, UMC, & PCCM (7)
- No professional certification (8)
- No Answer (9)

## 12. Present Salary:

- |                 |      |               |      |             |     |
|-----------------|------|---------------|------|-------------|-----|
| \$0 - 1,000     | (1), | 5,000-7,499   | (2), | 7,500-9,999 | (3) |
| \$10,000-12,499 | (4), | 12,500-14,999 | (5), | 15,000-     | (6) |
| No Answer       | (8)  | Not Apply     | (9)  |             |     |

## 13. Church Denomination:

Baptist	(1)	Disciples of Christ	(2)	Lutheran	(3)
Presbyterian	(4)	United Methodist	(5)	Other	(6)
No Answer					
Not Apply					

## 14. Church Membership:

0 - 1,000	(01)	7,000 - 8,499	(06)
1,000 - 2,499	(02)	8,500 - 9,999	(07)
2,500 - 3,999	(03)	10,000 -	(08)
4,000 - 5,499	(04)	No Answer	(98)
5,500 - 6,999	(05)	Not Apply	(99)

## 15. Church Budget:

\$ 0 - 99,999	(01)	700,000 - 849,000	(06)
100,000 - 249,999	(02)	850,000 - 999,999	(07)
250,000 - 399,999	(03)	1,000,000 -	(08)
400,000 - 549,999	(04)	No Answer	(98)
550,000 - 699,999	(05)	Not Apply	(99)

## 16. Number of years your church has been served by a CBA:

1-4 (1), 5-9 (2), 10-14 (3), 15-19 (4), 20-24 (5), 25- (6),  
No Answer

## 17. Number of years your church has had a Lay Employee in charge of Finance:

1-4 (1), 5-9 (2), 10-14 (3), 15-19 (4), 20-24 (5), 25- (6),  
No Answer

## 18. Number of Full-Time Employed Personnel: (Include Senior Minister)

1-4 (1), 5-9 (2), 10-14 (3), 15-19 (4), 20-24 (5), 25- (6),  
No Answer



## 19. Church Setting:

Urban (center city) (1)

Suburban (2)

Small City  
(pop. less than 100,000) (3)

Rural (Small town or country) (4)

20. City (by city listed).

21. State (by state listed).

Exhibit "3"

## LETTER #1

December 30, 1968

Dear Oklahoma C. B. A.

In a couple weeks I will be sending the enclosed instrument to Church Business Administrators throughout the nation to get an extensive and up-to-date profile of the church manager and the church he serves. This study is in connection with a basic research project in educational administration being conducted at Oklahoma State University.

I am sending the questionnaire to you now as I need to field test the instrument. It would be appreciated if you would complete the forms and return them to me at your earliest convenience. Your responses will be confidential, and no person or church will be identified in the research report. This form does not take long to complete; the time required by most individuals is less than ten minutes.

Your prompt cooperation will be greatly appreciated as it is vital to know whether the instrument will receive the answers for which it was constructed. Thank you.

Sincerely yours,

Gary M. Gray, Pastor  
United Methodist Church  
Fourth & Birch  
Wellston, Oklahoma

## LETTER #2

February 10, 1969

Dear N.A.C.B.A. Member:

We are trying to get an extensive and up-to-date profile of the Church Business Administrator and of the church he serves.

Mr. Gary Gray is doing this work in connection with a basic research project in educational administration being conducted at Oklahoma State University. This will enable N.A.C.B.A. to have a much better picture as to men and needs.

It will be appreciated if you will complete the forms and return them just as soon as possible. You will note from the format that it will not take you very long to complete.

Your response will be confidential, and no person or church will be identified in the research report.

Your prompt cooperation will be greatly appreciated as it will help N.A.C.B.A. and this in turn can be of help to you.

Thank you for your assistance.

Send your return to Gary M. Gray  
United Methodist Church  
Fourth and Birch  
Wellston, Oklahoma

Yours sincerely,

Kenneth Marshall, President  
N.A.C.B.A.

## LETTER #3

February 25, 1969

Dear United Methodist C. B., A.

You are one of 246 United Methodist Church Business Administrators asked to participate in a basic research project in church administration being conducted at Oklahoma State University. Enclosed is a questionnaire-type instrument which is employed to secure information concerning church managers and the churches they serve.

It would be appreciated if you would complete the forms and return them to me at your earliest convenience. Your responses will be confidential, and no person or church will be identified in the research report. This form does not take long to complete: the time required by most individuals is less than ten minutes.

Your prompt attention and cooperation will be greatly appreciated as it is a prerequisite to the success of this research. Thank you.

Sincerely yours,

Gary M. Gray, Pastor  
United Methodist Church  
4th & Birch  
Wellston, Oklahoma 74881

## LETTER #4

March 14, 1969

Dear Church Business Administrator:

Several weeks ago you were one of a number of CBA's who received a questionnaire-type instrument in connection with an educational research project underway at Oklahoma State University to get a descriptive analysis of the church manager and the church he serves.

These forms do not take long to complete; the time required by most individuals is from five to ten minutes.

For your conveniences, we have enclosed another copy of the questionnaire. Your responses will be strictly confidential, and no individual or church will be named in any report of the research.

Your prompt cooperation will be greatly appreciated as it is a prerequisite to the success of this research. Thank you.

Sincerely yours,

Gary M. Gray  
Fourth & Birch  
Wellston, Oklahoma 74881

P. S. If the individual to whom this letter is addressed is no longer in the position, the new administrator should respond to the questionnaire. A report of the research will be available, probably early next year, but perhaps sooner.

## LETTER #5

February 6, 1969

Mr. Howard B. Foshee  
Baptist Sunday School Board  
127 8th Ave. North  
Nashville, Tenn. 37203

Dear Howard:

We are trying to locate men who are CBA's who are presently active in this position but who do not belong to NACBA.

Does the Baptist denomination have a list anywhere of their CBA's? If so would it be at all possible for us to obtain such a list for public relations efforts on our part in advertising the annual conference, etc.?

We know that there are men in the field for we do run across them. Sometimes they are men who do not even know about our organization and we could mutually benefit each other, I am sure.

Any help you can give me will be deeply appreciated.

Houston's program from all indications looks great. Hope to see you there.

Yours in Christ,

Kenneth Marshall, FCBA  
President  
NACBA

KM:mm

## LETTER #6

February 6, 1969

Dr. Clifford B. Lott  
General Board of Lay Activities  
1200 Davis St.  
Evanston, Illinois 60201

Dear Clifford:

We are trying to locate men who are CBA's who are presently active in this position but who do not belong to NACBA.

Does the Methodist denomination have a list of all CBA's? If so would it be at all possible for us to obtain such a list for public relations efforts on our part in advertising the annual conferences and in writing to these men personally?

We know that there are men in the field, for we do run across them. Sometimes they do not even know there is such an organization as ours and I am sure we could mutually help one another.

Any help you can give me will be deeply appreciated.

Houston's program looks great. Hope the Monday meeting of Methodists is a great success. I'll see you there.

Yours in Christ,

Kenneth Marshall, FCBA  
President  
NACBA

KM:mmm

## APPENDIX B

## 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

---

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



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.

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; seven hold master degrees. Of these forty-three percent 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 thirteen percent.

Exhibit "2"

1961 REPORT OF THE COMMITTEE ON PROFESSIONAL  
TRAINING AND STANDARDS\*

Two-hundred-fifty questionnaires were mailed with two-hundred-eight responses. In a few cases questionnaires were not completely filled out and several were sent in by Associate Members, who do not qualify as church administrators. Replies from eight women, who designated themselves as financial secretaries were included.

SEX 193 male and 201 female (8 designated as financial secretaries).

AGE It was discovered that the average age was 47.7 years. This was influenced by the fact that 28 were past 61. It was interesting to note that the majority (123) were between 36 and 55.

3 were 22 to 30 years	27 were 46 to 50 years
16 were 31 to 35 years	35 were 51 to 55 years
35 were 36 to 40 years	18 were 56 to 60 years
26 were 41 to 45 years	28 were 61 or over

<u>DENOMINATION</u>	69 Methodist	13 Lutheran
	44 Presbyterian	9 Episcopal
	26 Baptist	7 Congregational
	19 Christian (Disciples)	2 Community Church
	1 Bible Church	1 Inter-Denominational
	1 United Church of Canada	

CHURCH MEMBERSHIP The average church reported 2807 members. Only 13 had over 5000 and the majority (123) ranged from 1500 to 4000.

8 Churches had 1000 or fewer	57 Churches had 2001 to 3000
26 Churches had 1001 to 1500	33 Churches had 3001 to 4000
33 Churches had 1501 to 2000	19 Churches had 4001 to 5000

13 Churches had more than 5000

CHURCH SUNDAY SCHOOL It was interesting to note that the average enrollment in church schools was about one-half of the average church membership and the attendance was a little over one-half the enrollment.

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\*Kenneth Smith et al., unpublished report of Professional Training and Standards Committee, NACBA, 1961. Presented to the 5th Annual NACBA Conference held in Tulsa, July 17-21, 1961.

<u>Enrollment</u> Average 1531	<u>Attendance</u> Average 869
15 - 500 and under	48 - 500 and under
58 - 501 to 1000	71 - 501 to 1000
34 - 1001 to 1500	31 - 1001 to 1500
28 - 1501 to 2000	13 - 1501 to 2000
15 - 2001 to 2500	5 - 2001 to 2500
12 - 2501 to 3000	1 - 2501 to 3000
3 - 3001 to 3500	0 - 3001 to 3500
10 - 3501 and over	1 - 3501 and over

ANNUAL GIVING (Received from the congregation) It was noted that the average budget was about \$263,000, but several of the churches had total budgets of \$500,000 or more.

	<u>OPERATION &amp; PROGRAM</u>	<u>BENEVOLENCE &amp; MISSION</u>	<u>CAPITAL &amp; DEBT</u>
Average			
\$ 50,00 & Under	\$137,288	\$64,630	\$61,617
50,001 to 100,000	13	102	102
100,001 to 150,000	54	46	32
150,001 to 200,000	29	5	5
200,001 to 250,000	13	1	3
250,001 to 300,000	5	3	2
300,001 to 350,000	5	1	0
350,001 and over	3	2	3

STAFF The average full time staff was 14.6 persons with 6.5 part time. The larger number (125) had between 6 and 20 full time employees.

	<u>Full Time</u>	<u>Part Time</u>
Average	14.6	6.5
5 and under	26	103
6 - 10	59	45
11 - 15	37	17
16 - 20	29	5
21 - 25	19	2
26 - 30	8	1
31 - Over	7	3

SERVICE The average term of employment in the field of Church Administration was 5.6 years with 5.1 years at the present church. This would indicate that a large segment (147) has come into the field since our first National Association Conference (July, 1957).



A further study was made of these same cards and the following table was produced:

SALARY GROUPING

Membership	\$5000- Under	\$5001- 6000	\$6001- 7000	\$7001- 8000	\$8001- 9000	\$9001 10,000	10,001- over
1000-Under	2	4	2				2
1001-1500	13	7	4	2			1
1501-2000	6	1	4	6	5	1	1
2001-3000	8	9	13	11	5	2	4
3001-4000	3	3	7	6	3	1	3
4001-5000		3	1	5	2	2	2
5001-Over			2	4	3	1	3
	32	27	33	34	18	7	16

Note: There were several cards which showed only partial information, thus the discrepancy between these totals and the preceding ones. A check of the above figures would indicate that the average salary was \$6979.00

AREA OF RESPONSIBILITY

In order to establish the particular areas of responsibility on the part of each person questioned, an attempt was made to divide them into nine general divisions, including in each division particular items that would apply. Some of the questionnaires were not completely answered, but it is believed that the following recapitulation will indicate a rather definite pattern of responsibility.

AREA	PRIMARY OR DIRECT	SECONDARY OR INDIRECT	NONE
<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

AREA	PRIMARY OR DIRECT	SECONDARY OR INDIRECT	NONE
<b>INSURANCE: (continued)</b>			
e. Boiler and Machinery	98	55	22
f. Health and Hospitalization (Group)	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. & 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
<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 Miscellaneous Services	80	30	14

AREA	PRIMARY OR DIRECT	SECONDARY OR INDIRECT	NONE
<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	59
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
f. Others (Specity)			



THE CHURCH BUSINESS ADMINISTRATOR AND HIS CHURCH\*

STATUS OF CBA'S

Laymen - 158    Ordained Ministers - 12    Licensed Preachers - 5

RANK-ORDER-SCALE - - One of the major reasons for requesting a list of the top ten salaried people on the church staff was to determine at what point on the scale did the CBA rank - - i.e., basically salary-wise. (There was no attempt to evaluate the merit of his skills or 'worth status').

<u>Position On Staff</u>	<u>No. CBA's In Each Category</u>
First - - - - -	-None
Second - - - - -	44
Third - - - - -	40
Fourth - - - - -	46
Fifth - - - - -	33
Sixth - - - - -	8
Seventh - - - - -	7
	Total. . . . . 175

EDUCATION:

<u>*Formal Education</u>	<u>*Other Education</u>
High School - No one stated that they had NOT been graduated	Military Schools/Training Courses. . . . .48
Bachelor's Degree. . . . . 77	Extension Courses . . . . .69
Bachelor of Divinity . . . . . 4	Formal Seminars. . . . .43
Master's Degree . . . . . 16	Conferences & Workshops . . .74
Attended Business College . . . . . 13	Continuing Self Improvement Program - -
College Experience	reading, etc. . . . . 129
No Degree. . . . . 55	

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\* as published in Edward Wyckoff, "The Church Business Administrator": a Christian Vocation (Los Angeles, California, 1964).

AGE GROUPINGS

<u>Group</u>	<u>No. in Each</u>	<u>Group</u>	<u>No. in Each</u>
21 - 30	6	51 - 55	28
31 - 35	9	56 - 60	21
36 - 40	19	61 - 65	18
41 - 45	32	66 - 70	6
46 - 50	30	71 - Over	6
		Total	<u>175</u>

LENGTH OF SERVICE - This will include the total number of years a person has been in this specific vocation, and will also indicate the number of years in present position.

<u>TOTAL YEARS OF SERVICE</u>				<u>YEARS IN PRESENT POSITION</u>			
<u>No. of Years</u>	<u>No. of Persons</u>	<u>No. of Years</u>	<u>No. of Persons</u>	<u>No. of Years</u>	<u>No. of Persons</u>	<u>No. of Years</u>	<u>No. of Persons</u>
1. . . .14		12. . . .10		1. . . .19		12. . . .9	
2. . . .15		13. . . .2		2. . . .24		13. . . .1	
3. . . .21		14. . . .3		3. . . .24		14. . . .1	
4. . . .13		15. . . .7		4. . . .15		15. . . .4	
5. . . .21		16. . . .3		5. . . .19		16. . . .1	
6. . . .13		17. . . .1		6. . . .13		17. . . .1	
7. . . .10		18. . . .2		7. . . .9		18. . . .1	
8. . . .13		19. . . .1		8. . . .9		19. . . .1	
9. . . .10		<u>20. . . .1</u>		9. . . .11		<u>20. . . .1</u>	
10. . . .7		31. . . .1		10. . . .6		31. . . .1	
11. . . .5		42. . . .1		11. . . .4		42. . . .1	

DENOMINATIONAL DISTRIBUTION

Baptist	26	Reformed	2
Christian/Disciples of Christ	17	7th Day Adventist	1
Christian Catholic Church	1	United Church of Christ/	
Episcopal	9	Congregational	14
Inter-Denominational	1	United Church of Canada	2
Lutheran	21	Universalist/Unitarian	1
Methodist	32	Un(NON)Denominational	2
Presbyterian	47	Total. . . . .	<u>175</u>

Men and Women

As of June 24, 1964 my records (as secretary) showed 431 persons on the NACBA membership list. When official figures, which will probably drop persons now listed but who have not paid their dues, is given by our Treasurer at K.C., this figure may be altered. However of the 431 on the NACBA membership list, 59 are women and 372 are men. From the 200 respondents to the questionnaire we have only used 175.



OPEN-ENDED QUESTIONS (These three questions elicited a lot reaction)

1. How do you and/or your family feel about the kind of work you are doing?

a. Very satisfying 148 Satisfying 22 Mixed feelings 3  
Unhappy 22

Comment:

Gentlemen-CBA: "Wife says I love job more than her - -  
Tain't so - I love them both."

Lady-CBA: Several ladies (in fact most of them) indicated  
that the job was quite a bit of pressure on  
them - - especially when they carried things  
home at night.

2. Would you change your vocation (CBA) if guaranteed a higher  
salary and annual increases?

Yes - - 24 No - - 140 That would depend - - 11

(Some said, mixed emotions, too many long hours, am looked  
upon as Senior Sexton, would not change vocation but  
church, etc.)

44 TITLES FROM 175 CHURCH BUSINESS ADMINISTRATOR'S QUESTIONNAIRES:

Of the 175 persons who responded they listed 44 different titles for  
their staff position. (NOT listed alphabetically or in order of  
importance.)

<u>TITLE</u>	<u>No.</u>	<u>TITLE</u>	<u>No.</u>
Business Administrator	37	Exec. Secty.-Treas. or CBA	1
Parish Administrator	4	Sexton	1
Church Business Administrator	7	Business Assistant	1
Minister of Educa./Admin.	4	Administrative Assistant To	
Lay Assistant	1	The Pastor	1
Director of Administration	7	Asst. Admin./Secty. To	
Director of Christian Services	1	Minister	1
Administrative Assistant	15	Parish Business Administrator	1
Business Manager	38	Parish Executive	1
Church Administrator	14	Business Director/Exec. Sec.	1
Treasurer	1	Administrative Director	1
Minister of Administration	4	Business Coordinator	1
Administrator	6	Clerk and Treasurer	1
Church Manager	1	Business Mgr./Treasurer	1
Administrative Secretary	1	Minister of Music/CBA	1
Administrative Officer	1	Business Administrator/Treas.	2
Assoc. Pastor/Bus. Admin.	11	Clergyman (Bus. Mgr. Trainee)	1
Executive Administrator	1	Executive Secretary	2
Director of Business Affairs	1	Assistant To Pastor	1
Executive Secty/Bus. Mgr.	1	Asst. To Pastor/Administrator	1

<u>TITLE</u>	<u>No.</u>	<u>TITLE</u>	<u>No.</u>
Financial Secty/Bus. Adm.	11	Exec. Secty./Bus./Admin.	1
Assistant To Comptroller	1	Church Executive	1
Financial Secretary	2	Executive Director	1
		Other	

WHAT DID YOU DO BEFORE ENTERING CHURCH BUSINESS ADMINISTRATION WORK?

Over 100 vocations were represented, and many of these had several who had worked in the same field. For sake of space, some will be given in paragraph style: Salesman, Production Manager, Accounting, Purchasing Agent, Finance Co., Banking, Education - public and private, Owned and operated own business, Engineering, Credit Managers, Store Managers, Film Tester, Railroading, Social Welfare, Y.M.C.A., Tax Assessors, City, State, and Federal Government employees, Minister of Music, Chaplain's Asst. - Military, Machinist - Tool and Die, Farming, Traffic, Mgr., Boy Scout Exec., Associate Minister, Real Estate, Design Engineering, Merchandising, Public Utilities, Aircraft Dealer, Secret Service, Fund Raising, Piano Teacher, Property Management, Market Research, Retail Hardware, Jr. College President, Legal Secretary, College Registrar, Telegraph Operator, and on ad infinitum.

OUTSIDE INTERESTS - - Over 59 hobbies or interests outside the church work were listed. A number complained that they had very little time for personal hobbies and interests. Many indicated they felt the need of it.

## NATIONAL SALARY STUDY OF CHURCH BUSINESS ADMINISTRATORS\*

By

Mr. Kenneth Zinn

DIVISION A 12 churches reporting with membership of 1,000 and under with budgets ranging, for the most part, from \$50,000 to \$100,000, with only two churches in this group exceeding the top budget figure, with budgets respectively of \$110,000 and \$137,000

	<u>Lower Quartile</u>	<u>Median</u>	<u>Upper Quartile</u>
Salary-Business Mgr.	\$2,028.00	\$5,520.00	\$6,580.00
Years Service	13	5	4
Total Salaries	\$19,000.00	\$28,000.00	\$53,000.00

DIVISION B 19 churches reporting with membership from 1,001 to 1,500, with budgets ranging from \$54,000 to \$175,000 with two churches having budgets exceeding the top range, with budgets of \$198,000 and \$206,000

	<u>Lower Quartile</u>	<u>Median</u>	<u>Upper Quartile</u>
Salary-Business Mgr.	\$3,700.00	\$6,000.00	\$7,900.00
Years Service	10	3	5
Total Salaries	\$21,250.00	\$38,200.00	\$71,000.00

DIVISION C 32 churches reporting with membership from 1,501 to 2,000, with budgets ranging from \$66,000 to \$300,000, with 1 church exceeding a budget of \$300,000

	<u>Lower Quartile</u>	<u>Median</u>	<u>Upper Quartile</u>
Salary-Business Mgr.	\$4,500.00	\$6,378.00	\$9,486.00
Years Service	5	5	5
Total Salaries	\$38,000.00	\$53,800.00	\$82,250.00

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\*as published in Edward Wyckoff, "The Church Business Administrator": a Christian Vocation (Los Angeles, California, 1964), pp. 104-105.

DIVISION D 44 churches reporting, membership from 2,001 to 3,000, with budgets mainly from \$134,000 to \$400,000 with five reporting over \$400,000

	<u>Lower Quartile</u>	<u>Median</u>	<u>Upper Quartile</u>
Salary-Business Mgr.	\$4,555.00	\$7,113.00	\$9,725.00
Years Service	6	6	4½
Total Salaries	\$46,200.00	\$71,400.00	\$121,500.00

DIVISION E 38 churches reporting, membership from 3,001 to 4,000 with budgets ranging from \$150,000 to \$667,000 with two churches exceeding a budget of 1 million

	<u>Lower Quartile</u>	<u>Median</u>	<u>Upper Quartile</u>
Salary-Business Mgr.	\$5,742.00	\$7,500.00	\$11,205.00
Years Service	6	5	11
Total Salaries	\$59,400.00	\$106,600.00	\$387,000.00

DIVISION F 9 churches reporting, membership from 4,001 to 5,000, with budgets ranging from \$246,000 to \$500,000

	<u>Lower Quartile</u>	<u>Median</u>	<u>Upper Quartile</u>
Salary-Business Mgr.	\$6,230.00	\$7,750.00	\$10,650.00
Years Service	11	6	2
Total Salaries	\$72,000.00	\$101,000.00	\$148,000.00

DIVISION G 8 churches reporting, membership from 5,001 to 6,000 with budgets from \$227,000 to \$509,000 and with one church with a budget of \$1,169,000

	<u>Lower Quartile</u>	<u>Median</u>	<u>Upper Quartile</u>
Salary-Business Mgr.	\$8,800.00	\$9,150.00	\$12,600.00
Years Service	5	8	9
Total Salaries	\$91,000.00	\$127,500.00	\$211,000.00

DIVISION H 12 churches reporting, membership from 6,001 and over to 12,000, with budgets ranging from \$330,000 to \$1,433,000.00

	<u>Lower Quartile</u>	<u>Median</u>	<u>Upper Quartile</u>
Salary-Business Mgr.	\$4,200.00	\$8,700.00	\$12,000.00
Years Service	14	10	10
Total Salaries	\$86,500.00	\$121,000.00	\$218,000.00

VITA

Gary Mack Gray

Candidate for the Degree of

Doctor of Education

Thesis: A DESCRIPTIVE ANALYSIS OF THE ROLE INCUMBENTS, INSTITUTIONS  
AND GEOGRAPHICAL SETTINGS INVOLVED IN THE EMERGING PROFESSION  
OF CHURCH MANAGEMENT

Major Field: Educational Administration

Biographical:

Personal Data: Born in Enid, Oklahoma, January 4, 1946, the  
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Education: Graduated from Waukomis High School, Waukomis,  
Oklahoma, in May, 1963; received the Bachelor of Science  
degree from Phillips University with major in Business  
Administration, in June, 1967; received the Master of  
Education degree from Phillips University, with a major  
in Church Administration, in June, 1968; studied at  
American University and Phillips University Graduate  
Seminary; completed requirements for the Doctor of  
Education degree on July 31, 1970.

Professional Experience: Employed by The Southwestern Co.,  
Nashville, Tennessee, 1964-66; United Methodist student  
minister, 1966-68; Minister of Coordination and  
Administration at First United Methodist Church, Stillwater,  
Oklahoma since June, 1969.