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Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



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United States: Decline of an Armenian-American Christian ecosystem



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Faith in Crisis: Why We Must Demand More from Our Armenian Christian Institutions



Khachkar Studios Study Warns of Deep Structural Decline in U.S. Armenian Christian Ecosystem

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1. **301: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem**



Khachkar Studios has published a systems map that reframes Armenian Christian decline as a problem of stewardship rather than belief. The analysis argues that faith-based institutions have been operating without the feedback mechanisms necessary for sustainability.

According to the analysis, only 3 percent of Armenian Americans regularly attend church outside major holidays. This figure reflects verified attendance data. Yet many within the community believe participation is far higher.

The systems map evaluates 12 interconnected domains using measurable indicators. These domains include faith participation, youth engagement, leadership development, philanthropy, media presence, and benchmarking practices. Across several areas, performance is minimal.

Youth engagement is among the most alarming findings. Only 1 percent of Armenians aged 18 to 29 remain active in church life, despite decades of investment in Armenian education. The analysis frames this as a failure of formation rather than opportunity.

The absence of structured management practices is consistent across the ecosystem. Churches do not measure outcomes, donors lack tools to assess impact, and leaders operate without shared benchmarks.

Khachkar Studios emphasizes that low performance does not imply hopelessness. On the contrary, systems that lack structure can improve rapidly once accountability is introduced. The analysis concludes with a direct challenge. Faith inspires action, but stewardship determines outcomes.

<https://www.301.am/2026/01/09/khachkar-studios-publishes-new-systems-map-of-a-failing-u-s-armenian-christian-ecosystem/>

2. A1plus.am: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



Khachkar Studios has released a systems map that applies institutional analysis to the U.S. Armenian Christian community, producing a diagnosis that is both unsettling and precise. The analysis argues that decline has less to do with belief or demographics than with the absence of performance discipline across the ecosystem.

The analysis establishes a clear baseline. Only 3 percent of Armenian Americans are considered “Faithful,” defined as those who regularly attend church outside major holidays. This figure is based on verified attendance counts across Armenian churches nationwide and population data. In absolute terms, it represents fewer than 13,000 people.

Despite this, many within the community believe participation is closer to 30 percent. Khachkar Studios identifies this perception gap as the root cause of stagnation. Institutions that believe they are thriving rarely measure outcomes or reform systems.

The systems map divides the ecosystem into 12 interconnected body parts, each evaluated using explicit performance indicators. These include faith participation, youth retention, leadership formation, philanthropy, media representation, and benchmarking practices. Across multiple indicators, performance is minimal or nonexistent.

The generational findings are particularly stark. Only 1 percent of Armenians aged 18 to 29 remain active in church life, despite substantial investment in Armenian education. The analysis frames this as a failure of long-term formation rather than a lack of access or opportunity.

Khachkar Studios also examines how weak measurement distorts philanthropy. Over multiple decades, only a small fraction of Armenian charitable giving has supported religious institutions, often without expectations for impact. The resulting social return lags significantly behind comparable Orthodox communities.

Rather than offering abstract critique, the analysis identifies specific leverage points. Introducing basic measurement, leadership development, and accountability practices could dramatically improve outcomes.

The conclusion is pragmatic. Decline is not inevitable, but renewal requires confronting reality and managing institutions with discipline.

<https://a1plus.am/en/article/496126>

3. Aravot: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



A newly released systems map from Khachkar Studios presents a sobering assessment of Armenian Christian life in the United States, while also outlining a path forward rooted in accountability and stewardship.

The analysis defines “Faithful” as regular non-holiday church attendance and finds that only 3 percent of Armenian Americans meet that standard. Based on verified attendance data, this translates to fewer than 13,000 people nationwide. Despite this, a widespread belief persists that participation is many times higher.

Khachkar Studios argues that this perception gap has insulated institutions from necessary reform. When decline is invisible, it cannot be addressed.

The systems map evaluates 12 body parts of the ecosystem using measurable indicators. These include faith participation, youth engagement, leadership formation, philanthropy, media presence, and social return on investment. Across several domains, performance is effectively zero.

Youth engagement is among the most alarming findings. Only 1 percent of Armenians aged 18 to 29 are “Faithful”, even though Armenian schools enroll a much larger share of that population. The analysis characterizes this as a failure of long-term formation rather than a lack of opportunity.

The absence of structured management practices is a consistent theme. Churches do not measure outcomes, donors lack performance data, and leaders have no shared benchmarks for success. As a result, resources are deployed without clear priorities.

Khachkar Studios emphasizes that low performance does not imply hopelessness. On the contrary, it suggests significant untapped potential. When systems lack structure, introducing basic discipline can yield rapid improvement.

The analysis concludes with a clear message. Renewal begins with truth, continues with measurement, and depends on sustained accountability.

<https://en.aravot.am/2026/01/06/365869/>

4. **Armenian Life: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem**



Our mission at Khachkar Studios: Empowering Judeo-Christian Faithful through a good news Biblically inspired world-class benchmarking and management excellence “Framework”.

December 31, 2025 [EMBARGOED UNTIL 08:00 EST DECEMBER 31, 2025]

Khachkar Studios today released a new systems map titled “A Failing U.S. Armenian Christian Ecosystem: 12 Body Parts – Currently Underperforming with Extraordinary Potential.”

The systems map is grounded in Khachkar Studios’ “Framework” – the financial discipline of world-class benchmarking and management excellence – and applies evidence-based analysis to the current state of the U.S. Armenian Christian ecosystem.

Two findings establish the baseline reality:

a) Body Part 1: Only 3% of U.S. Armenians are “Faithful” in regularly attending church on Sunday, placing the Armenian Christian ecosystem in next to last place among 23 U.S. Orthodox Christian groups, but a consensus among community leaders is that 30% are “Faithful” and ranks in first place.

b) Body Part 7: Just 1% of Armenians aged 18 – 29 are “Faithful”, a small fraction of the 10% who attend accredited Armenian schools, revealing a critical failure in long-term faith formation.

The map then reveals an extraordinary, addressable upside:

a) Body Part 10: Nearly 0% adoption of Biblically inspired, world-class benchmarking and management excellence, despite overwhelming evidence that such disciplines dramatically improve church vitality.

b) Body Part 11: 0% of churches systematically train and retain role-model households, even though training and retention are among the strongest predictors of sustained faith engagement.

Together, the 12 Body Parts form a systems map showing how weak measurement, absent benchmarking, and limited leadership development compound across the ecosystem – while also identifying where targeted intervention can generate extraordinary Social Return on Investment (SROI).

Khachkar Studios invites clergy, community leaders, donors, educators, and concerned faithful to study the systems map and listen to the accompanying short podcast, which explains both the diagnosis and the opportunity for renewal. See:

<https://khachkarstudios.com/failing-us-armenian-christian-ecosystem-12-body-parts>

For Armenian Christian institutions now in visible crisis – whether in the United States or in Armenia – renewal begins with institutional transparency, accountability, and performance.

<https://www.prnewswire.com/news-releases/khachkar-studios-publishes-new-systems-map-of-a-failing-us-armenian-christian-ecosystem-302651240.html>

5. Armenian Weekly: Khachkar Studios publishes new systems map of a failing U.S. Armenian Christian ecosystem



A newly published systems map from Khachkar Studios is prompting difficult conversations across Armenian Christian communities in the United States. The analysis challenges long-held assumptions about participation, vitality and institutional effectiveness, replacing anecdote with measurable performance.

According to the analysis, only 3 percent of Armenian Americans regularly attend church outside major holidays. That figure is derived from verified attendance counts across U.S. Armenian churches and official census data. Yet, many community leaders believe participation is closer to 30 percent, a discrepancy that Khachkar Studios describes as deeply consequential.

When leaders believe institutions are thriving, there is little incentive to measure outcomes or confront uncomfortable truths. The systems map argues that this perception gap has shaped decision-making for decades.

The study breaks the ecosystem into 12 “body parts” that together form a feedback loop. Weakness in one area reinforces decline in others. Youth engagement illustrates the pattern clearly. While a significant share of Armenian youth attend Armenian schools, only 1 percent remain active in church life as young adults. Cultural continuity has not translated into sustained religious commitment.

Rather than focusing on belief, the analysis focuses on structure. It finds virtually no adoption of systematic benchmarking, no tracking of spiritual formation and no organized effort to train or retain role-model households. These gaps are framed as management failures, not theological ones.

The absence of structure extends beyond churches. Armenian media, film and documentary production have devoted minimal attention to religious life over many decades. Philanthropic giving reflects similar priorities, with limited funding allocated to faith-based institutions and little emphasis on outcomes.

Despite its severity, the analysis is not pessimistic. By identifying clear leverage points, it suggests that modest but disciplined changes could generate outsized impact. Measurement, leadership development and accountability are presented not as abstract ideals, but as practical tools.

The systems map ultimately delivers a clear message: renewal begins with honesty about where things stand.

<https://armenianweekly.com/2026/01/05/khachkar-studios-publishes-new-systems-map-of-a-failing-u-s-armenian-christian-ecosystem/>

6. Arminfo: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



A new systems map from Khachkar Studios challenges Armenian Christian institutions to reconsider how health and success are defined. The analysis replaces anecdotal confidence with measurable performance across the ecosystem.

According to the study, only 3 percent of Armenian Americans regularly attend church outside holidays. This figure is grounded in verified attendance data rather than surveys or self-reporting. Yet many leaders assume engagement is far higher.

Khachkar Studios argues that this misalignment has shaped institutional behavior for decades. Without accurate baselines, leaders cannot identify problems or prioritize reform.

The systems map evaluates 12 body parts using defined performance indicators. These include worship participation, youth engagement, Bible engagement, leadership household formation, philanthropy, and media presence. On several indicators, performance is effectively zero.

Youth retention emerges as one of the most severe failures. Only 1 percent of Armenians aged 18 to 29 remain “Faithful”, despite strong participation in Armenian schools. The analysis characterizes this as a breakdown in continuity rather than a generational rejection of faith.

The absence of structured management practices is a recurring theme. Churches do not track outcomes, donors lack performance data, and institutions operate without feedback loops. As a result, ineffective patterns persist.

Media and cultural production reinforce these dynamics. Over many decades, Armenian films, documentaries, and news outlets have devoted minimal attention to religious life, further marginalizing the ecosystem’s spiritual core.

Khachkar Studios emphasizes that low performance also implies high potential. When systems lack discipline, even modest improvements can yield significant gains.

The analysis’ message is clear. Renewal begins with measurement.

https://arminfo.info/full_news.php?id=97378&lang=3

7. **Asbarez: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem**

Asbarez

Khachkar Studios has released an institutional analysis that treats the U.S. Armenian Christian ecosystem as a system subject to performance, accountability, and measurable outcomes. The result is a diagnosis that reframes decline as a governance challenge rather than a cultural inevitability.

The analysis establishes a firm baseline. Only 3 percent of Armenian Americans are “Faithful”, meaning they regularly attend church outside holidays. This figure is based on attendance counts across 164 churches in 25 states. Yet internal consensus often assumes participation is closer to 30 percent, creating what the study identifies as a governance blind spot.

The analysis divides the ecosystem into 12 functional body parts and evaluates each using Key Performance Indicators. On nearly every measure, Armenian Christian institutions rank in the bottom decile compared with other U.S. Orthodox Christian communities.

One of the most significant failures involves institutional handoff. Although Armenian schools successfully transmit language and culture, only 1 percent of young adults remain active in church life. From a governance perspective, this represents a breakdown in succession planning and leadership development.

The analysis also identifies a near-total absence of structured management practices. Churches do not systematically measure outcomes, benchmark performance, or invest in leadership pipelines. Role-model households are neither trained nor retained in an intentional way, despite evidence that such practices strongly predict institutional vitality.

Financial governance mirrors these weaknesses. Over two decades, only a small share of major Armenian philanthropic giving has supported religious institutions, and the resulting impact falls well below peer benchmarks.

Khachkar Studios emphasizes that decline is not irreversible. The systems map is designed as a diagnostic tool, highlighting where targeted interventions can yield the greatest return. The message to leaders is pragmatic: without measurement, accountability, and transparency, even well-intentioned institutions stagnate.

<https://asbarez.com/khachkar-studios-publishes-new-systems-map-of-a-failing-u-s-armenian-christian-ecosystem/>

8. Massis Post: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



Khachkar Studios has released a comprehensive systems map that applies performance analysis to the U.S. Armenian Christian ecosystem, revealing a pattern of long-term decline driven less by belief than by institutional design. The analysis frames the crisis as measurable, systemic, and addressable.

The analysis begins with a clear benchmark. Only 3 percent of Armenian Americans are classified as “Faithful,” meaning they regularly attend church outside major holidays. This figure is based on verified attendance across Armenian churches nationwide and population data. In practical terms, it represents fewer than 13,000 active participants in a community numbering hundreds of thousands.

Despite this, many Armenian Americans believe church participation is far higher, often estimated at 30 percent. According to Khachkar Studios, this perception gap has masked underperformance for decades, preventing corrective action.

The systems map breaks the ecosystem into 12 interconnected body parts, including worship participation, youth faith retention, leadership formation, philanthropy, media presence, and benchmarking practices. Each body part is evaluated using explicit performance indicators. In several areas, performance is effectively zero.

Youth engagement is identified as one of the most severe failures. While Armenian schools enroll a meaningful share of the youth population, only 1 percent of Armenians aged 18 to 29 remain active in church life. The analysis describes this as a breakdown in long-term faith formation rather than a lack of access or opportunity.

Khachkar Studios also examines how weak measurement affects donors and institutions alike. Over multiple decades, only a small fraction of Armenian philanthropic capital has been directed toward religious life, often without defined goals or accountability. The resulting impact lags significantly behind comparable faith communities.

Rather than offering abstract critique, the analysis outlines specific leverage points. Introducing basic measurement, leadership development, and benchmarking practices could generate outsized gains across the ecosystem.

The systems map concludes with a direct challenge. Decline is not inevitable, but renewal requires confronting reality and managing institutions with discipline.

<https://massispost.com/2026/01/khachkar-studios-publishes-new-systems-map-of-a-failing-u-s-armenian-christian-ecosystem/>

9. NAM Armenews: United States: Decline of an Armenian-American Christian ecosystem



(Translated from French)

Khachkar Studios has published a systemic mapping study that reframes the decline of the Armenian Christian community in the United States, presenting it as a measurable and solvable institutional problem. Based on attendance data, demographic analysis, and long-term trend studies, this research demonstrates that the primary weakness of this ecosystem lies not in faith, but in the absence of fundamental practical discipline.

The map establishes a clear point of reference. Only 3% of Armenian Americans are considered "faithful," meaning they regularly attend church outside of major holidays. This figure is calculated using verified attendance counts from Armenian churches across the country and official U.S. census data. If larger population estimates are used, the actual participation rate could be even lower.

What makes this discovery all the more significant is the widespread belief that the participation rate is closer to 30%. According to Khachkar Studios, this discrepancy in perception has allowed institutions to operate without urgency or accountability. When leaders believe the systems are performing well, measurement seems unnecessary.

The analysis breaks down the ecosystem into 12 interdependent components, each evaluated using specific performance indicators. These indicators include church participation, youth retention in the faith, leadership development, philanthropy, media engagement, and benchmarking. In several categories, performance is virtually nonexistent.

Youth engagement is a major weakness. While Armenian schools successfully transmit culture and identity, only 1% of Armenians aged 18 to 29 remain active in church life. The analysis attributes this phenomenon to a failure of long-term training rather than a lack of infrastructure or investment.

Khachkar Studios also examines how a lack of rigor in evaluating donations influences donor behavior. For decades, only a small portion of Armenian philanthropic donations has been allocated to religious institutions, often without any expectation of results. The resulting social return on investment is significantly lower than that of comparable Orthodox communities.

This systems mapping is resolutely practical. It does not advocate radical ideological change or institutional consolidation. Rather, it identifies specific levers where rigorous evaluation, leadership training, and increased accountability could have a considerable impact.

The conclusion is clear. Decline is not inevitable, but renewal requires facing reality as it is, not as we assume it to be.

<https://www.armenews.com/etats-unis-declin-dun-ecosysteme-chretien-armenien-americaïn/>

10. News AM: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



Khachkar Studios has released a new systems map that offers one of the most data-driven assessments to date of the U.S. Armenian Christian community. Rather than framing decline as a crisis of belief or identity, the analysis argues that the core issue is structural: the near-total absence of measurement, benchmarking, and long-term institutional discipline.

At the center of the analysis is a stark baseline reality. Only 3 percent of U.S. Armenians are classified as “Faithful,” defined as regular non-holiday church attendees. That figure represents approximately 12,900 individuals across 164 Armenian churches in 25 states, calculated using official U.S. Census data. If the widely cited estimate of more than one million Armenian Americans is used instead, the effective participation rate drops closer to 1 percent.

Despite this, a persistent misconception exists within the community that roughly 30 percent of Armenian Americans regularly attend church. According to Khachkar Studios, this tenfold perception gap is the single greatest barrier to reform, allowing institutions to operate as if performance were strong when it is, in fact, near the bottom among U.S. Orthodox Christian groups.

The systems map divides the ecosystem into 12 interconnected “body parts,” ranging from church participation and youth formation to philanthropy, media, and leadership development. Each body part is evaluated using explicit Key Performance Indicators. Across multiple categories, performance is either minimal or effectively zero.

The generational data is particularly concerning. Only 1 percent of Armenians aged 18 to 29 are “Faithful”, despite roughly 10 percent having attended accredited Armenian schools. The analysis characterizes this as a failure of long-term faith formation rather than a lack of educational or cultural infrastructure.

Khachkar Studios also highlights inefficiencies in philanthropic giving. Over two decades, only a small fraction of major Armenian philanthropic donations have been directed toward religious life, producing a Social Return on Investment well below comparable Orthodox Christian benchmarks.

The analysis’ conclusion is deliberately pragmatic. What is not measured cannot be improved. The systems map does not predict inevitable decline, but it does insist that renewal will require transparency, accountability, and performance discipline.

<https://news.am/eng/news/923770.html>

11. Noyan Tapan: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



A newly released systems map from Khachkar Studios presents a sobering but practical assessment of Armenian Christian life in the United States. The analysis treats decline as a systems problem rooted in structure, not sentiment.

The analysis defines “Faithful” as regular non-holiday church attendance and finds that only 3 percent of Armenian Americans meet that standard. This figure is based on verified attendance data. Yet many assume participation is much higher, insulating institutions from reform.

The systems map breaks the ecosystem into 12 body parts and evaluates each using measurable indicators. On metrics such as youth faith retention, leadership development, Bible engagement, and benchmarking, performance is extremely low.

Only 1 percent of Armenians aged 18 to 29 remain active in church life. The analysis argues that this reflects a failure of long-term formation rather than generational disinterest.

Khachkar Studios also examines how weak measurement affects philanthropy. Over decades, only a small fraction of Armenian giving has supported religious institutions, often without accountability or outcome tracking.

The analysis’ tone is pragmatic. It does not predict collapse, nor does it promise easy revival. Instead, it argues that institutions improve only when they measure, learn, and adapt.

The systems map ultimately challenges leaders to replace assumption with evidence. Renewal, it suggests, begins with discipline.

<https://www.nt.am/en/news/348681/>

12. Oragark: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



Khachkar Studios' systems map offers a rare, unsentimental look at the institutional health of the U.S. Armenian Christian community. By treating churches and related institutions as parts of a single system, the analysis reveals how underperformance compounds over time.

The baseline finding is stark. Only 3 percent of Armenian Americans are “Faithful”, defined as regular non-holiday church attendees. This figure is grounded in verified attendance data. Yet many leaders believe participation is dramatically higher, creating a persistent blind spot.

The systems map divides the ecosystem into 12 body parts and evaluates each using explicit indicators. Armenian churches rank near the bottom among U.S. Orthodox Christian communities in weekly attendance, youth retention, and leadership development.

Only 1 percent of Armenians aged 18 to 29 remain active in church life, despite strong cultural and educational institutions. The analysis identifies this as a failure of continuity rather than a generational rejection of faith.

Khachkar Studios also highlights inefficiencies in philanthropy. Over decades, a small share of Armenian charitable giving has been directed toward religious life, often without expectations for outcomes. The resulting social impact is significantly lower than peer benchmarks.

A central finding is the absence of benchmarking. No systematic effort exists to measure success, compare performance, or replicate effective practices. Without data, improvement is accidental rather than intentional.

The analysis avoids assigning blame. Instead, it emphasizes responsibility. Institutions that do not measure outcomes cannot manage them.

By identifying clear leverage points, the systems map offers a framework for renewal grounded in discipline rather than nostalgia.

<https://www.oragark.com/khachkar-studios-publishes-new-systems-map-of-a-failing-u-s-armenian-christian-ecosystem/>

13. PanArmenian.Net: Khachkar Studios publishes new systems map of failing U.S. Armenian Christian ecosystem



PanARMENIAN.Net - A new systems map from Khachkar Studios is challenging Armenian philanthropists to reconsider how impact is defined and measured within faith-based institutions.

The analysis begins with a verified baseline. Only 3 percent of Armenian Americans are “Faithful”, calculated using attendance counts across 164 churches in 25 states and official census data. Despite this, many donors operate under the assumption of far stronger institutional performance.

The systems map divides the ecosystem into 12 body parts and evaluates each using explicit performance indicators. One of the most consequential findings concerns capital allocation. Over more than two decades, only a small fraction of major Armenian philanthropic giving has been directed toward religious life, producing a Social Return on Investment significantly below peer benchmarks.

The absence of measurement compounds the problem. Without data, donors cannot distinguish high-impact institutions from low-impact ones. Funding decisions are therefore often guided by tradition or perception rather than outcomes.

Youth engagement illustrates the cost. While Armenian schools receive substantial support, only 1 percent of young adults remain “Faithful”. Cultural continuity has been funded without spiritual sustainability.

Khachkar Studios proposes applying disciplined benchmarking to faith-based giving, emphasizing leadership development, outcome tracking, and accountability. The analysis does not argue for increased giving alone, but for smarter allocation of existing resources.

The conclusion is direct. Stewardship requires evidence. Without measurement, even generous philanthropy struggles to produce lasting impact.

<https://www.panarmenian.net/eng/news/329488/>

14. Public Radio of Armenia: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



Khachkar Studios has released a systems map that reframes the decline of the U.S. Armenian Christian community as a measurable and solvable institutional problem. Drawing on attendance data, demographic analysis, and long-term trend review, the analysis argues that the ecosystem's central weakness is not belief, but the absence of basic performance discipline.

The map establishes a clear baseline. Only 3 percent of Armenian Americans are considered "Faithful," defined as those who regularly attend church outside major holidays. This figure is derived from verified attendance counts across Armenian churches nationwide and official U.S. Census population data. If broader population estimates are used, effective participation may be even lower.

What makes the finding more consequential is the widespread belief that participation is closer to 30 percent. According to Khachkar Studios, this perception gap has allowed institutions to function without urgency or accountability. When leaders believe systems are healthy, measurement feels unnecessary.

The analysis breaks the ecosystem into 12 interrelated body parts, each evaluated using explicit performance indicators. These include church participation, youth faith retention, leadership development, philanthropy, media engagement, and benchmarking. In several categories, performance is effectively zero.

Youth engagement stands out as a critical failure point. While Armenian schools successfully transmit culture and identity, only 1 percent of Armenians aged 18 to 29 remain active in church life. The analysis describes this as a failure of long-term formation rather than a lack of infrastructure or investment.

Khachkar Studios also examines how weak measurement affects donor behavior. Over decades, only a small fraction of Armenian philanthropic giving has been directed toward religious institutions, often without expectations for outcomes. The resulting social return lags well behind comparable Orthodox communities.

The systems map is intentionally practical. It does not call for sweeping ideological change or institutional consolidation. Instead, it identifies specific leverage points where disciplined measurement, leadership training, and accountability could yield outsized impact.

The conclusion is clear. Decline is not inevitable, but renewal requires confronting reality as it is, not as it is assumed to be.

<https://en.armradio.am/2026/01/09/khachkar-studios-publishes-new-systems-map-of-a-failing-u-s-armenian-christian-ecosystem/>

15. Tert Am: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



Khachkar Studios' latest systems map applies an unusually rigorous analytical lens to the U.S. Armenian Christian ecosystem. By treating churches, donors, schools, and media as interconnected components of a single system, the analysis highlights how weaknesses compound over time.

The analysis begins with a hard baseline. Only 3 percent of Armenian Americans are “Faithful”, defined as regular non-holiday church attendees. This figure reflects actual attendance counts across Armenian churches nationwide and population data. Yet many leaders believe engagement is far higher.

This misalignment, the analysis argues, distorts governance. Leaders who assume strong performance rarely invest in measurement, benchmarking, or reform.

The ecosystem is broken into 12 body parts, each assessed using explicit indicators. Armenian churches rank near the bottom among U.S. Orthodox Christian groups in weekly attendance, and performance declines further when examining youth retention and leadership development.

Only 1 percent of Armenians aged 18 to 29 remain active in church life, despite strong participation in Armenian schools. From a systems perspective, this represents a broken pipeline between childhood formation and adult commitment.

The analysis also highlights structural weaknesses in philanthropy. Over more than two decades, a small share of Armenian philanthropic capital has been directed toward religious life, often without defined goals or accountability. The resulting impact is significantly lower than comparable faith communities.

Khachkar Studios places particular emphasis on the absence of benchmarking. No systematic effort exists to define success, measure outcomes, or replicate effective practices. Without feedback loops, institutions repeat the same patterns year after year.

Importantly, the analysis does not suggest that Armenian Christian institutions lack devotion or goodwill. Instead, it argues that devotion without discipline produces fragile systems.

The systems map is offered as a tool, not a verdict. It identifies where intervention matters most and where small changes could unlock long-term renewal.

<https://tert.am/en/news/2026/01/05/Khachkar-Studios/4255692>

16. The Armenian Report: Khachkar Studios Publishes New Systems Map of a Failing U.S. Armenian Christian Ecosystem



A new analysis from Khachkar Studios is reshaping how Armenian Christian institutions understand their current condition. By applying systems thinking and performance measurement, the study replaces anecdotal confidence with verifiable data.

According to the analysis, only 3% of Armenian Americans regularly attend church outside holidays. This number is derived from actual attendance counts and population data, not surveys or self-reporting. Yet within the community, a much higher level of participation is often assumed.

Khachkar Studios argues that this disconnect between belief and reality has produced complacency. Institutions rarely reform systems they believe are functioning well.

The systems map evaluates 12 core components of the ecosystem using defined performance indicators. These components include faith participation, Bible engagement, youth retention, leadership household development, philanthropy, media influence, and social return on investment. Across many of these indicators, performance is minimal.

The generational findings are especially striking. Only 1% of Armenians aged 18 to 29 are “Faithful”, despite widespread participation in Armenian educational institutions. The analysis frames this as a failure to sustain faith across life stages.

The absence of structured management practices emerges as a consistent theme. Churches do not track outcomes, donors lack comparative data, and leaders have no shared benchmarks for success. Without feedback loops, institutions repeat ineffective patterns.

Cultural production and media further reflect these dynamics. Over many decades, Armenian films, documentaries, and news outlets have devoted limited attention to religious life, reinforcing its marginal role within the broader ecosystem.

Khachkar Studios emphasizes that low performance should not be mistaken for low potential. When systems lack structure, introducing discipline can produce rapid improvement.

The analysis’ message is clear: renewal requires measurement, accountability, and sustained leadership commitment.

<https://www.thearmenianreport.com/post/khachkar-studios-publishes-new-systems-map-of-a-failing-u-s-armenian-christian-ecosystem>

17. The California Courier: Faith in Crisis: Why We Must Demand More from Our Armenian Christian Institutions



By Harut Sassounian

As someone who has written for decades about Armenian identity, justice, and survival, I've rarely encountered a topic as sobering—and as urgent—as the findings in Khachkar Studios' new systems map on the U.S. Armenian Christian ecosystem.

The report is devastating in its clarity: 0% of Armenian-American youth read the Bible daily. That's not a typo. Zero. And only 1% of those aged 18 to 29 attend church regularly. These numbers are not speculation — they are data points drawn from well-researched, verifiable performance indicators.

Some may ask: why does this matter? My answer is simple. The Armenian Church has long been our cultural anchor, especially in the diaspora. But what happens when that anchor is no longer secured to anything?

What happens when our institutions offer tradition without transformation, ritual without retention, and leadership without measurable results?

Khachkar Studios isn't pointing fingers — they're pointing to root causes. There is no accountability system in place. No annual performance metrics. No national strategy for training and retaining role model households. The Church's digital tools are outdated. Bible reading apps don't function. And perhaps most telling of all: when over 50 church leaders were informed of these failures, not a single one responded with urgency.

That's not faith. That's inertia. This is not about blame. It's about stewardship. We need to build a culture where spiritual health is measured, discussed, and improved, just as we would in any high-functioning institution. The Church must embrace performance benchmarking, transparent governance, and data-informed action — because souls are at stake.

I urge our clergy, our lay councils, and especially our philanthropists to treat this not as a crisis of youth, but as a crisis of leadership. If we cannot engage the next generation with Scripture and purpose, we will lose them entirely—and with them, a sacred legacy.

Let this be the turning point. Let this be the year we expect more — and build more — from our Armenian Christian institutions.

<https://www.thecaliforniacourier.com/faith-in-crisis-why-we-must-demand-more-from-our-armenian-christian-institutions/>

18. Zartonk: Khachkar Studios Study Warns of Deep Structural Decline in U.S. Armenian Christian Ecosystem

ZARTONK

A new systems analysis by Khachkar Studios offers a stark assessment of Armenian Christian institutional life in the United States, concluding that the ecosystem is severely underperforming despite extraordinary latent potential.

At the center of the study is a striking data point: only 3 percent of Armenian Americans regularly attend Armenian church services outside of major holidays.

This group—defined in the study as the “Faithful”—amounts to approximately 12,894 people attending 164 Armenian churches across 25 U.S. states, based on official U.S. Census figures of 460,254 Armenian Americans.

If the often-cited estimate of more than one million Armenian Americans is used as the denominator, the percentage drops to approximately 1 percent.

Despite these figures, the study notes a widespread belief within the community that Armenian church attendance is far higher—often estimated at 30 percent—a perception the authors describe as a critical obstacle to reform. “Institutions rarely reform systems they believe are healthy,” the analysis states.

Twelve ‘Body Parts’ of a Failing System

Khachkar Studios approaches the issue through a systems map, treating churches, schools, donors, media, and cultural production as interconnected “body parts” of a single ecosystem. The analysis evaluates 12 core components, each measured using explicit performance indicators. Among the key findings:

- Armenian churches in the U.S. rank in the bottom decile—next to last place—among 23 U.S. Orthodox Christian groups in regular weekly attendance, both in 2010 and 2020. Attendance rates are roughly 10 percent of those seen among U.S. Protestants and Catholics.
- From 2001 to 2023, only 2 percent of major Armenian philanthropic donations supported Armenian religious activities.
- Religious themes appear in just 2 percent of major Armenian-themed international films (1982–2023), 6 percent of Armenian documentaries (1930–2024), and 3 percent of articles in 18 Armenian English-language news outlets sampled in 2024.
- Religious advertising accounted for only 5 percent of ads in the same media outlets.
- Among Armenian Americans aged 18–29, only 1 percent are classified as “Faithful,” despite roughly 10 percent attending accredited Armenian schools, highlighting what the study describes as a “broken pipeline” between childhood education and adult religious commitment.
- The study reports 0 percent daily Bible reading, 0 percent participation in Bible study classes, and no evidence of systematic benchmarking, leadership development, or best-practice replication within Armenian church institutions.

- The ecosystem’s Social Return on Investment (SROI) stands at 3.7x, roughly 39 percent of the U.S. Orthodox median of 9.4x.

A Decline Over Time

The analysis notes that the number of “Faithful” Armenian Americans has declined over the past decade, while the growth rate of Armenians counted in the U.S. Census has slowed significantly. From 1980 to 2010, Armenian population growth in the U.S. outpaced overall national growth by a wide margin; today, it represents only a fraction of it.

For ecosystem components related to leadership models and institutional practices, the study draws on materials spanning 1957 to 2024, finding little evidence of sustained improvement or modernization.

No Blame—But Clear Responsibility

Khachkar Studios emphasizes that its analysis is diagnostic rather than accusatory. The study assigns no blame to individuals or institutions but instead highlights a lack of measurement, accountability, and outcome-based management.

“A central finding is the absence of benchmarking,” the report states. “Without defining success, comparing performance, or replicating effective practices, improvement becomes accidental.”

The systems map, the authors argue, is intended as a tool for renewal, grounded in discipline and data rather than nostalgia or assumptions about past strength.

Whether the Armenian Christian ecosystem can reverse its decline, the study concludes, depends first on confronting the reality of its current condition.

<https://zartonkmedia.com/2026/01/08/khachkar-studios-study-warns-of-deep-structural-decline-in-u-s-armenian-christian-ecosystem/>