



VITAL LESSONS for Judeo-Christian Leaders

NEW Case Study Series Built on a Biblically Inspired

World-Class Benchmarking and Management Excellence Framework

Masterclass #1: Growing the "Faithful"

Case Example: The U.S. Armenian Christian Ecosystem

Spring 2026 – Official Release

To access the complete Masterclass #1 materials including video, podcast, and slides:

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



-  **Lesson #1. The Failing U.S. Armenian Christian Ecosystem: 12 Body Parts**
-  **Lesson #2. World-class Sunday attendance importance and transparency vs. U.S. Armenian church non-importance and non-transparency**
-  **Lesson #3. Number of "Faithful": actual, rankings, and the highly destructive massive systemic misconception**
-  **Lesson #4. Learn how to revitalize the failing U.S. Armenian Christian Ecosystem and double Sunday attendance within 5 years**

Khachkar Studios is an affiliate of the Charles & Agnes Kazarian Foundation, JI-Analytics, and Japonica Partners.

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Lesson #1. The Failing U.S. Armenian Christian Ecosystem: 12 Body Parts

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The Failing U.S. Armenian Christian Ecosystem: 12 Body Parts Currently Underperforming with Extraordinary Potential

- Only ~3% of U.S. Armenians – approximately 13,000 individuals – attend church on non-holidays (the "Faithful") – ranking them as a bottom decile performer among major religions and peer groups, and metastasizing underperformance across the entire ecosystem.
- A highly destructive massive systemic misconception – perpetuated by zero transparency – among U.S. Armenians is that non-holiday church attendance is 30% or higher, not 3% or less. Many falsely believe they are the best, when they are a bottom decile performer.
- The U.S. Armenian Christian ecosystem is a textbook example of the Dunning-Kruger "Peak of Mount Worst Practices", where a highly destructive massive systemic misconception – bottom decile performance masked as excellence – corrupts a system without transparency, without accountability, and without a world-class benchmarking and management excellence "Framework" to improve performance.

(2) 2% of major Armenian philanthropist donations to Armenian religious activities (2001 to 2023)

(7) 1% of U.S. Armenians aged 18–29 are "Faithful", a small fraction of the 10% who attend accredited Armenian schools – KPI #3

(3) 2% religious content in Armenian theme major international films (1982 to 2023)

(1) 3% Armenians "Faithful" – KPI #1

Only 3% of U.S. Armenians attend church on non-holidays (the "Faithful") – ranking next to last (22nd of 23) among U.S. Orthodox groups in 2010 and 2020. This is a small fraction of the 20% top quartile Orthodox and 30% Catholic/Protestant averages.

(8) 0% read the Bible daily – KPI #2

(9) 0% attend Bible study classes

(4) 3% of articles have religious content in 18 Armenian English language news outlets (2024 sample)

(10) 0% Biblically inspired by world-class benchmarking and management excellence – the "Framework" – KPI #4

(5) 5% of advertisements have religious content in 18 Armenian English language news outlets (2024 sample)

(11) 0% of church role models' non-work hours participating in "Framework" BENEFITS education, training, and retention – KPI #5

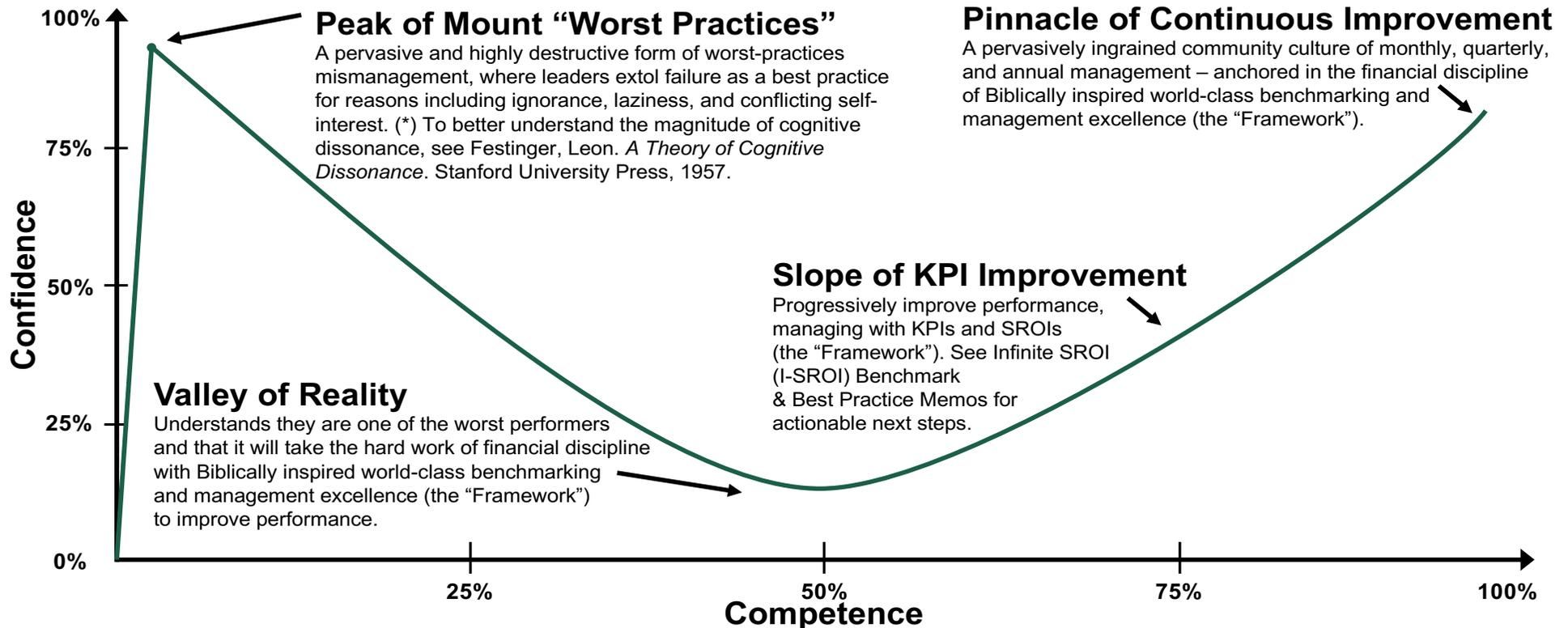
(6) 6% religious content in 321 Armenian documentaries (1930 to 2024)

(12) 3.7x SROI which is 39% of the U.S. Orthodox median SROI of 9.4x

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The Failing U.S. Armenian Christian Ecosystem: 12 Body Parts A Dunning-Kruger Textbook Example

“The faster an individual or organization reaches the Valley of Reality and Slope of KPI Improvement, the faster the ascension to the Pinnacle of Continuous Improvement”.



(*) Totally confident they are best-in-class, when in fact they are bottom decile performers. Example, a highly destructive massive systemic misconception that 30% of U.S. Armenians regularly attend Sunday services, which is among the best, when in fact it is 1% to 3% and one of the worst performers. Recommend reading the Journal of Personality and Social Psychology. 1999, Vol. 77, No.6, 1121-1134. Justin Kruger and David Dunning. This Ecosystem is a customized Dunning-Kruger framework. The actual names of the four stages in the Dunning-Kruger framework are “Peak of ‘Mount Stupid’”, “Valley of Despair”, “Slope of Enlightenment”, and “Plateau of Sustainability”.

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**Lesson #2.
World-class Sunday
attendance importance
and transparency vs.
U.S. Armenian church
non-importance and
non-transparency**

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World-Class Sunday Attendance Importance and Transparency

Premier organizations that track Sunday weekly attendance:

Pew Research Center



GALLUP®



US Religion Census



Faith
Communities
Today



Hartford
Institute

FOR
RELIGION
RESEARCH



Orthodox
Studies Institute



UNITED STATES CONFERENCE OF
CATHOLIC BISHOPS

Why Sunday attendance is the first indicator of church performance?

1. "Sunday church attendance for Orthodox Christians leaders in America is the sun and the moon of why we exist; it's the starting point for every decision." – Leading Orthodox Advisor
2. "Regularly tracking worship attendance allows congregations to identify patterns of vitality, stability, or decline and to make informed decisions about leadership, ministry, and mission." – Hartford Institute for Religion Research
3. "Mass attendance is the central indicator of parish engagement and vitality, and tracking it over time allows church leaders to assess participation, plan pastoral responses, and evaluate the effectiveness of ministry." – Center for Applied Research in the Apostolate (CARA)
4. "Regular worship service attendance is the most common indicator of religious commitment." – Pew Research Center
5. "The singular focus on Sunday church attendance is like the famous Notre Dame football teaching: focus on What's Important Now – to WIN." – Highly respected U.S. Catholic leader, drawing on Lou Holtz's legendary performance mindset

World-class benchmark pilot churches that publish Sunday attendance with the mobile app

- St. Mary Orthodox Christian Church (Wichita, KS)
- St. Nicholas Greek Orthodox Church (Lexington, MA)
- St. Joseph Orthodox Church (Houston, TX)
- St. Sarkis Armenian Apostolic Church (Douglaston, NY)
- Holy Cross Armenian Catholic Church (Belmont, MA)
- Armenian Presbyterian Church (Paramus, NJ)

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ZERO Transparency of Sunday Church Attendance “Faithful” in All Denominations of U.S. Armenian Church Leadership Organizations and Sampling of 40 U.S. Armenian Parish Churches Annual Reports, Publications, Articles, Newsletters, and Bulletins: 1957 to 2024 (68 years)

0 disclosure in 100 **annual reports**

0 disclosure in 3,000 **publications**

0 disclosure in 150,000 **speeches and articles**

0 disclosure in 40,000 **newsletters and bulletins**

0 disclosure anywhere of impact from **investment of time or money**

0 disclosure anywhere of **SROI (Social Return on Investment)**

U.S. Armenian Church Leadership Organizations include orthodox, catholic, and protestant religious administrations and affiliated philanthropic organizations, educational institutions, and financial entities.

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Examples of Non-Financial People Related and Financial Numbers Disclosed in U.S. Armenian Church Reports and Magazines: 2012-2025

Non-Financial People Related		Financial	
#	Metric	#	Metric
1.	Number of Members	1.	Investment Income
2.	Number of Stewards	2.	Rental Income
3.	Number, Names and Amounts of Individual Donors	3.	Event Income
4.	Number of Mailing List Recipients	4.	Membership Income
5.	Number of People at Christmas Dinner	5.	Stewardship Income
6.	Number of People at the Christmas Bazaar	6.	Endowment Size
7.	Number of People at the Fundraising Events	7.	Bequests
8.	Number of People Participating in Church Trips	8.	Donations
9.	Number of Students	9.	Revenues
10.	Number of Summer Campers	10.	Spending
11.	Number of Volunteers	11.	Parish Assessments
12.	Number of Baptisms	12.	Net Assets
13.	Number of Weddings	13.	Budget
14.	Number of Funerals	14.	Restricted Assets
15.	Number of Patients Seen	15.	Grants
16.	Number of New Applicants to InCare Program	16.	Scholarships
17.	Number of Participants in Sporting Events	17.	Capital Commitments
18.	Number of Individuals Receiving Scholarships	18.	Net Income
19.	Number of Meals Served	19.	Contributions
20.	Number of Knitted Hats and Blankets to Needy Infants and Children	20.	Cash

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Lesson #3.
Number of "Faithful":
actual, rankings, and the
highly destructive massive
systemic misconception

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3% of U.S. Armenians are "Faithful"

U.S. Armenian "Faithful" refers to the total number of individuals of all ages present in the sanctuaries of all 164 Armenian churches during sermons on non-holiday Sundays, based on on-site, in-person, and photo verified field research.

Number of Armenian Churches in the U.S.	164
Pew Seat Capacity (fire code)	23,964
Number of Regular Sunday Attendees ("Faithful")	12,894
Armenians per U.S. Census - 2020	460,254
"Faithful" % of U.S. Census	2.8%
Unofficial Estimate of Armenians in the U.S.	1,000,000
"Faithful" % of Unofficial Estimate	1.3%

Notes:

- 1) "Faithful" definition is the median number of attendees at non-holiday Sunday church. U.S. Armenian "Faithful" 2024: Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity. U.S. supporting data from the United States Government Census Bureau: <https://www.census.gov>.
- 2) Other "Faithful" comparable terms are "Regulars," four-or-more-times-per-month attendees, average attendance count, etc. Organizations that report this metric include, but are not limited to: the Association of Statisticians of American Religious Bodies (ASARB); the Census of Orthodox Christian Churches 2010 and 2020 (U.S. Religious Census); the Orthodox Studies Institute; the Hartford Institute for Religious Research; the Pew Research Center; Gallup; the University of Chicago Pope Study of GPS cell phone data; the United States Conference of Catholic Bishops; the European Research Infrastructure Consortium; the Center for Applied Research in the Apostolate at Georgetown University (CARA); Faith Communities Today (FACT); and the Evangelical Council for Financial Accountability (ECFA).

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U.S. Armenian Church Attendance: State Rankings

#	State	"Faithful" as % of Armenian Community				"Faithful" as % of U.S. Population: Percentile	U.S. Census			Armenian Community		
		"Faithful" as % of U.S. Census Population	Unofficial Pop. Number	# of "Faithful"	% of Total "Faithful"		Population % of Total U.S.	Census Population	% of "Faithful" as a % of Population	Unofficial Population Number	# of Churches	% of Total Churches
1	Louisiana	19.6%	9.0%	85	1%	Max	434	0%	699%	943	1	1%
2	District of Columbia	7.4%	3.4%	74	1%	TD	999	0%	266%	2,171	1	1%
3	New Jersey	6.6%	3.0%	1,010	8%	TD	15,243	3%	237%	33,119	9	5%
4	Pennsylvania	5.6%	2.6%	484	4%	TQ	8,629	2%	200%	18,748	5	3%
5	Wisconsin	5.5%	2.5%	216	2%	TQ	3,915	1%	197%	8,506	4	2%
6	Rhode Island	5.5%	2.5%	320	2%	TQ	5,806	1%	197%	12,615	3	2%
7	Connecticut	5.4%	2.5%	271	2%	TQ	4,978	1%	195%	10,816	4	2%
8	Massachusetts	5.1%	2.3%	1,443	11%	3Q	28,569	6%	180%	62,072	16	10%
9	Florida	4.8%	2.2%	667	5%	3Q	13,955	3%	171%	30,320	7	4%
10	Maryland	4.3%	2.0%	187	1%	3Q	4,368	1%	153%	9,490	1	1%
11	Texas	4.2%	1.9%	308	2%	3Q	7,286	2%	151%	15,830	3	2%
12	Michigan	3.8%	1.7%	470	4%	3Q	12,488	3%	134%	27,133	4	2%
13	Illinois	3.5%	1.6%	300	2%	MD	8,571	2%	125%	18,622	10	6%
14	Ohio	3.4%	1.6%	164	1%	2Q	4,880	1%	120%	10,603	3	2%
15	New York	3.3%	1.5%	826	6%	2Q	25,327	6%	116%	55,028	16	10%
16	North Carolina	3.0%	1.4%	110	1%	2Q	3,692	1%	106%	8,022	1	1%
17	Arizona	2.8%	1.3%	157	1%	2Q	5,660	1%	99%	12,298	1	1%
18	Washington	2.7%	1.3%	177	1%	2Q	6,494	1%	97%	14,110	1	1%
19	Missouri	2.6%	1.2%	56	0%	BQ	2,125	0%	94%	4,617	1	1%
20	Nevada	2.6%	1.2%	173	1%	BQ	6,774	1%	91%	14,718	3	2%
21	California	2.1%	0.9%	5,147	40%	BQ	250,733	54%	73%	544,771	65	40%
22	Georgia	2.0%	0.9%	70	1%	BQ	3,423	1%	73%	7,437	1	1%
23	Virginia	1.3%	0.6%	87	1%	BD	6,654	1%	46%	14,457	1	1%
24	Colorado	1.2%	0.6%	56	0%	BD	4,562	1%	44%	9,912	2	1%
25	New Hampshire	1.2%	0.5%	37	0%	Min	3,081	1%	43%	6,694	1	1%
All other U.S. States							21,608	5%		46,948		
Total		2.8%	1.3%	12,894	100%		460,254	100%		1,000,000	164	100%

Notes:

- 1) TD: Top Decile; TQ: Top Quartile; MD: Median; BQ: Bottom Quartile; BD: Bottom Decile
- 2) "Faithful" definition is the median number of attendees at non-holiday Sunday church. U.S. Armenian "Faithful" 2024: Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity.
- 3) U.S. supporting data from the United States Government Census Bureau: <https://www.census.gov>.

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U.S. Armenian Church: "Faithful" and Churches by Affiliation

		164 U.S. Armenian Churches			
#	Affiliation	# of "Faithful"	% of Total	# of Churches	% of Total
1	Eastern Diocese	4,659	36%	53	32%
2	Western Diocese	2,497	19%	29	18%
3	Western Prelacy	1,936	15%	15	9%
4	Eastern Prelacy	1,857	14%	22	13%
5	Protestant	1,497	12%	39	24%
6	Catholic	448	3%	6	4%
Total		12,894	100%	164	100%

Notes:

- "Faithful" definition is the median number of attendees at non-holiday Sunday church. U.S. Armenian "Faithful" 2024: Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity.

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U.S. and Republic of Armenia Non-Holiday Sunday Church Attendees - "Faithful": Top Priority U.S. Performance Improvement 5-Year Goals

- Our 1st top priority U.S. performance improvement goal is to double the number of "Faithful" from 2.8% to 5.6% of total U.S. Armenian population, which would still only move the U.S. Armenian Church attendance from the bottom decile to the bottom quartile among the 23 Benchmark Orthodox Christian Churches in the U.S.
- Our 2nd top priority U.S. performance improvement goal is to increase the number of U.S. Armenian "Faithful" females aged 18 to 29 from 0.7% to 7.1% of their age group, to match the Republic of Armenia 254% relative performance.

	United States of America (U.S.)		Republic of Armenia (ROA)		Top Priority U.S. Performance Improvement Goals
	Metric	Metric as a % of Relevant Total	Metric	Metric as a % of Relevant Total	
Armenian Total Population	460,254		3,076,200		
Number of Sunday sermon active Christian churches	164		158		
Total Legal Capacity	23,964		33,794		
Total "Faithful"	12,894		12,166		25,788
Total "Faithful" % of Total Population	2.8%		0.4%		5.6%
18 to 29 years of age Population	68,854	15%	400,000	13%	
18 to 29 years of age "Faithful"	985	8%	4,015	33%	
18 to 29 years of age "Faithful" % of 18 to 29 years of age Population	1.4%	51%	1.0%	254%	
18 to 29 years of age Female Population	34,427	7%	196,000	6%	
18 to 29 years of age Female "Faithful"	246	2%	1,967	16%	2,448
18 to 29 years of age Female "Faithful" % of 18 to 29 years of age Female Population	0.7%	26%	1.0%	254%	7.1%

Notes:

- "Faithful" definition is the median number of attendees at non-holiday Sunday church. **U.S. Armenian "Faithful" 2024:** Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. **ROA "Faithful" 2026:** Source, JI-Analytics model of all 158 active parish Armenian churches in ROA is based on 59 on-site, in-person, and photo verified field research Sunday visits at 59 of the 158 churches (37%). Numbers documented included attendance, ages, genders, and capacity.
- U.S. supporting data from the United States Government Census Bureau: <https://www.census.gov>. Republic of Armenia population source is The Government of the Republic of Armenia: <https://www.gov.am/en/demographics/>



Armenian Churches in the U.S. Rank "Next-to-Last" in Regular Church Attendance among the 23 Benchmark Orthodox Christian Churches in the U.S. in both 2020 and 2010

- The 3% U.S. Armenians "Faithful" (KPI #1) is 12,894 "Faithful" at 164 Armenian churches with a denominator of the U.S. Census Armenian American population of 460,254. The 1% U.S. Armenian "Faithful" has a denominator of the credible and widely cited 1+ million Armenian Americans. In the Orthodox peers comparison below, the 2020 U.S. Armenian Regular Attendees % has a numerator of 12,242 and a denominator of 103,189.
- A highly destructive massive systemic misconception is that Armenian Americans have among the highest church attendance rate, which is perpetuated by multiple surveys that claim 35%, 27%, and 28% of U.S. Armenians attend church 4 or more times per month.
- Over the past decade the number of "Faithful" has declined and the annual percentage increase in the number of Armenian in the U.S. census is now a fraction of overall U.S. population growth and was from 1980 to 2010 a multiple.

2020

#	Church	Regular Attendees		Regular Attendees % of U.S. Census
		% of Top Performer	Percentile	
1	Knanaya Churches in the USA	100%	TD	
2	Malankara Archdiocese of the Syrian Orthodox Church	85%	TD	
3	Malankara Orthodox Syrian Church	85%	TD	
4	Holy Orthodox Church in North America	79%	TQ	
5	American Carpatho-Russian Orthodox Diocese of the USA	72%	TQ	
6	Ethiopian Orthodox Church	65%	TQ	
7	Coptic Orthodox Church	62%	3Q	20%
8	Orthodox Church in America	62%	3Q	
9	Ukrainian Orthodox Church of the USA	59%	3Q	
10	Russian Orthodox Church Outside of Russia	59%	3Q	
11	Syriac Orthodox Church of Antioch	58%	3Q	
12	Church of the Genuine Orthodox Christians	57%	Median	15%
13	Antiochian Orthodox Christian Archdiocese of North America	55%	2Q	
14	Georgian Orthodox Church in North America	55%	2Q	
15	Romanian Orthodox Metropolia of the Americas	50%	2Q	
16	Eritrean Orthodox Church	43%	2Q	
17	Bulgarian Eastern Orthodox Diocese of the USA, Canada and Australia	37%	2Q	
18	Greek Orthodox Archdiocese of America	32%	BQ	7%
19	Albanian Orthodox Diocese	28%	BQ	
20	Patriarchal Parishes of Moscow Patriarchate	23%	BQ	
21	Serbian Orthodox Church in North, Central and South America	20%	BQ	
22	Armenian Apostolic Church (Diocese and Prelacy - East and West)	17%	BD	3%
23	Macedonian Orthodox Diocese	9%	BD	

Top Decile (TD)	85%
Top Quartile (TQ)	65%
Median (MD)	57%
Bottom Quartile (BQ)	32%
Bottom Decile (BD)	18%

2010

#	Church	Regular Attendees	
		% of Top Performer	Percentile
1	Holy Orthodox Church in North America	100%	TD
2	Malankara Orthodox Syrian Church	69%	TD
3	Malankara Archdiocese of the Syrian Orthodox Church	69%	TQ
4	Coptic Orthodox Church	66%	TQ
5	American Carpatho-Russian Orthodox Diocese of the USA	60%	TQ
6	Bulgarian Eastern Orthodox Diocese of the USA, Canada and Australia	52%	3Q
7	Orthodox Church in America	52%	3Q
8	Georgian Orthodox Church in North America	49%	3Q
9	Antiochian Orthodox Christian Archdiocese of North America	47%	3Q
10	Russian Orthodox Church Outside of Russia	42%	Median
11	Ukrainian Orthodox Church of the USA	40%	Median
12	Syriac Orthodox Church of Antioch	35%	2Q
13	Albanian Orthodox Diocese	34%	2Q
14	Serbian Orthodox Church in North, Central and South America	29%	2Q
15	Greek Orthodox Archdiocese of America	29%	2Q
16	Romanian Orthodox Metropolia of the Americas	24%	BQ
17	Patriarchal Parishes of Moscow Patriarchate	21%	BQ
18	Armenian Apostolic Church (Diocese and Prelacy - East and West)	16%	BQ
19	Vicariate for the Palestinian/Jordanian Orthodox Christian Communities	16%	BD
20	Macedonian Orthodox Diocese	14%	BD

Top Decile (TD)	69%
Top Quartile (TQ)	58%
Median (MD)	41%
Bottom Quartile (BQ)	25%
Bottom Decile (BD)	16%

Notes:
 1) Source: "US Religion Census 2020: A Decade of Dramatic Changes in American Orthodox Churches" by Alexei Krindatch (2020), corrected. ASARB: Association of Statisticians of American Religious Bodies.
 2) Due to unavailability of data, regular attendees in 2010 are sourced from: "Atlas of American Orthodox Christian Churches" by Alexei Krindatch (2011), corrected.

U.S. Armenians 18 to 29 Years of Age Sunday Attendance: A Small Fraction of U.S. Catholics and Protestants

#	Benchmark Groups	Total "Faithful" % of Total Group Population	18 to 29 years of age "Faithful" % of 18 to 29 years of age Group Population	18 to 29 years of age Female "Faithful" % of 18 to 29 years of age Female Group Population
1.	U.S. Catholic	28%	29%	31%
2.	U.S. Protestant	30%	30%	32%
3.	U.S. Armenian	2.8% 12,894	1.4% 985	0.7% 246
4.	Attendance Performance Gap Relative to U.S. Catholic & Protestant Benchmark	120,580	19,327	10,599

Notes:

- "Faithful" definition is the median number of attendees at non-holiday Sunday church. U.S. Armenian "Faithful" 2024: Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity.
- U.S. Catholic numbers: Multiple sources, including primary sources: sample of archdiocese reports, CARA at Georgetown University, Pew Research, Gallup, and University of Chicago cellphone study.
- U.S. Protestant numbers: Multiple sources, including primary sources, Pew Research, Gallup, and University of Chicago cellphone study.

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Religious School Enrollment and 18 to 29 Years of Age Sunday Attendance: U.S. Armenian Ecosystem Body Part #7 and Body Part #1 - California

1. The average of the peer religious groups for school enrollment (4 to 18 years old) is 13% of the population, and Sunday attendance (18 to 29 years old) is 25%, an increase of 100%.
2. The U.S. Armenian school enrollment (4 to 18 years old) is 11% of the population, and Sunday attendance (18 to 29 years old) is 1%, a decrease of 92%.
3. The U.S. Armenian school enrollment (4 to 18 years old) is 4,964, and Sunday attendance (18 to 29 years old) is 329, a decrease of 4,635 (93%).

Religious Group	School Enrollment Ages 4–18 (15 years)	Sunday Attendance Ages 18–29 (12 years)	% Change	Percentage Points Change	# Individuals Change
Catholic ⁽¹⁾	18%	28%	57%	10pps	
Protestant ⁽²⁾	8%	23%	200%	15pps	
Average of Peer Religious Groups ⁽³⁾	13%	25%	100%	13pps	
Armenian % ⁽⁴⁾	11%	1%	-92%	-10pps	
Armenian Individuals ⁽⁴⁾	4,964	329	-93%		-4,635

Notes:

- 1) Estimates based on National Catholic Educational Association (NCEA) data on Catholic school enrollment penetration (~15–20%) and Pew Research Center survey data showing weekly Mass attendance in the U.S. West Coast averaging ~25–30%.
- 2) Derived from National Center for Education Statistics (NCES) and Association of Christian Schools International (ACSI) reports on Protestant school enrollment (~5–10%), and Pew Research Center data showing weekly Protestant service attendance in the West (~20–25%). Figures adjusted for California context.
- 3) Please refer to page titled "Armenian Churches in the U.S. Rank "Next-to-Last" in Regular Church Attendance among the 23 Benchmark Orthodox Christian Churches in the U.S. in both 2020 and 2010" for additional references.
- 4) Source, JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population. Numbers documented included attendance, ages, genders, and capacity.

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The Failing U.S. Armenian Christian Ecosystem VS. U.S. Baby Birth Defect Rate %

In addition to benchmarking the U.S. Armenian 3% "Faithful" compared to other religions (this 3% ranks in the bottom decile among church groups in the U.S.), an additional perspective is comparing the U.S. Armenian 3% "Faithful" to what is generally considered a highly unlikely occurrence, the U.S. baby birth defect rate, which is widely recognized as 3%.

#	Baby Birth Defect Rate in U.S.	Source	URL
1	About 3% to 4% of babies are born with some type of birth defect. A birth defect is a health problem or a physical abnormality. It can be very mild or severe. Some birth defects are life-threatening, in which case a baby may only live for a few months. Birth defects are also referred to as "congenital anomalies" or "congenital abnormalities."	Boston Children's Hospital	https://www.childrenshospital.org/conditions/birth-defects-and-congenital-anomalies
2	1 out of every 33 babies is born with a birth defect, 3% .	Cleveland Clinic	https://my.clevelandclinic.org/health/diseases/12230-birth-defects
3	About one in every 33 babies --- 3% --- is born with a birth defect.	Centers for Disease Control and Prevention (CDC)	https://www.cdc.gov/birth-defects/index.html
4	There is a 3 to 4 % chance that their baby will have a birth defect. The 3 to 4 percent number is sometimes called the background rate for birth defects, or the population risk for birth defects.	Columbia University Irving Medical Center	https://www.columbiadoctors.org/treatments-conditions/birth-defects
5	Every pregnancy starts out with a 3% to 5% chance of having a birth defect. This is called the background risk. If an exposure can increase the chance for birth defects, the chance depends on what body part is developing at the time of exposure.	MotherToBaby	https://www.ncbi.nlm.nih.gov/books/NBK582659/

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The Importance of Correcting a Highly Destructive Massive Systemic Misconception The % of U.S. Armenians "Regularly" Attending Church Compared to Benchmarks

1. High-integrity verifiable evidence based on Khachkar Studios on-site field research indicates that only about 3% of U.S. Armenians regularly attend church – far below comparable benchmarks for U.S. Orthodox Christians, Catholics, and Protestants, which range from 15% to 30%.
2. In contrast, the most widely cited U.S. Armenian sampling surveys report regular church attendance rates of roughly 27–35%, overstating actual participation by nearly 10x and perpetuating a highly destructive massive systemic misconception.
3. The Pew Center’s widely reported finding that 51% of Armenians say they are “strongly religious” acts as a false proxy for weekly church attendance – offering dangerous comfort to the highly destructive massive systemic 30% U.S. misconception, even though actual attendance in Armenia is just 0.4%.

High-Integrity Verifiable Evidence

#	Groups	% Regularly Attend Church ⁽¹⁾	Source or Sources	Date
1.	U.S. Armenians	3%	JI-Analytics model of all 164 active parish Armenian churches in the U.S. is based on 243 on-site, in-person, and photo verified field research Sunday visits at 106 of the 164 churches (65%) in 25 U.S. states with 95% of the U.S. Armenian population.	2024
2.	U.S. Orthodox Churches - Median	15%	Officially submitted numbers to Orthodox 2020 report. And U.S. 2020 Census.	2020
3.	U.S. Catholics	28%	Multiple sources, including primary sources: sample of archdiocese reports, CARA at Georgetown University, Pew Research, Gallup, and University of Chicago cellphone study	2019 - 2024
4.	U.S. Protestants	30%	Multiple sources, including primary sources, Pew Research, Gallup, and University of Chicago cellphone study	2019 - 2024

A Highly Destructive Massive Systemic Misconception Perpetuated by the Most Highly Regarded U.S. Armenian Sampling Surveys

#	Groups	% Regularly Attend Church ⁽¹⁾	Source or Sources	Date
1.	U.S. Armenians	35%	Armenian Diaspora Survey. Gulbenkian Foundation. Hratch Tchilingirian, Editor Pasadena 36% and Boston 35%	2018
2.	U.S. Armenians	27%	Melikian Center of Russian, Eurasian and East European Studies at Arizona State University.	2011
3.	U.S. Armenians	28%	AGBU	1998
	U.S. Armenian Church Survey Average	30%		

Notes:

1) "Regularly": A universally agreed upon definition of regularly attending church is 4 or more times a month. Khachkar Studios refers to those who attend regularly as the "Faithful" or the NHBf.

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Lesson #4.
Learn how to revitalize the
failing U.S. Armenian
Christian Ecosystem and
double Sunday attendance
within 5 years

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World-Class Benchmarks in Biblically Inspired Transparency, Accountability, and Performance



Evangelical Council for
Financial Accountability



Greek Orthodox
Archdiocese of America

Sample of 10 Orthodox
Parishes with Publicly
Available Annual
Financials

Sample of 10 Orthodox
Parishes with Publicly
Available IRS Form
990 Filings

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Extraordinary BENEFITS from Financial Discipline with World-Class Benchmarking and Management Excellence – the “Framework”

“Accountability accelerates the Gospel”

“Are you aware? Do you care?”

Visit the following URL for supporting materials:

<https://khachkarstudios.com/extraordinary-benefits/>

- 1. Biblical Wisdoms**
- 2. Educating others**
- 3. New “Faithful”**
- 4. Environment**
- 5. Financial strength**
- 6. Identity**
- 7. Track record**
- 8. Stewards**

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Khachkar Studios U.S. Armenian Churches Current SROIs and SROI Goals

Benchmark U.S. Orthodox Parishes Median SROI for 2024 was 9.4x. ⁽¹⁾

Our SROI goal for the U.S. Armenian churches is 7.0x, which is 75% of the Benchmark.

Currently, only 3% of U.S. Armenians regularly attend church (the “Faithful”), which is 20% of the Benchmark. ⁽²⁾

Our goal is to double the number of “Faithful” within the next 5 years to 6%, which is 40% of the Benchmark. ⁽²⁾

Percentile	U.S. Armenian Churches: Current - 2024 ⁽³⁾			U.S. Orthodox ⁽¹⁾ SROI	U.S. Armenian % of U.S. Orthodox		U.S. Armenian Churches: Illustrative Performance Gap to SROI Goal				
	SROI	# of "Faithful"	"Faithful" % of Pew Capacity		Current Armenian SROI	Armenian SROI Goal	SROI Goal	# of "Faithful" Goal	Performance Gap # of "Faithful" in "Faithful"	% Increase in "Faithful"	"Faithful" % of Pew Capacity
Top Decile	10.8x	139	73%	16.0x	67%	56%	9.0x	139	0	0%	73%
Top Quartile	5.5x	112	61%	13.0x	42%	61%	8.0x	162	50	45%	88%
Median	3.7x	80	43%	9.4x	39%	75%	7.0x	152	72	90%	82%
Bottom Quartile	2.4x	42	23%	7.6x	31%	79%	6.0x	106	64	153%	57%
Bottom Decile	1.6x	15	12%	4.0x	40%	125%	5.0x	45	30	209%	37%

Notes:

- 1) Based on a sample of 25 U.S. Orthodox parishes.
- 2) The median regular attendance rate of 23 benchmark Orthodox Christian Churches in the U.S. is 15%.
- 3) Based on a sample of 34 U.S. Armenian parishes, across Eastern and Western states.
- 4) Social Return on Investment (SROI): Social Value divided by Total Spending. Social Value (SV) for 2025 is the number of “Faithful” KPI#1, Ecosystem Body Part (EBP) (1) times \$20,000. 2026 adds SV of Daily Bible Readers KPI #2, EBP (8). 2027 adds SV of Sunday school students KPI#3, EBP (7). 2028 adds SV of hours of world-class benchmarking and management training KPI#4, EBP(10). 2029 adds SV of church role model non-work hours participating in church activities, training, and retention % KPI #5, EBP(11).
- 5) **Top quartile SROIs** are 13.0x for U.S. Orthodox, **4.3x for East U.S. Armenian**, **8.0x for West U.S. Armenian**, and 5.5x for Total U.S. Armenian.

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2 Steps Call-to-Action: Double Attendance in the Next Five Years



"Accountability accelerates the Gospel"

"Are you aware? Do you care?"

Today, take 2 steps to start your journey to revitalize the U.S. Armenian Christian Ecosystem with Biblically inspired world-class benchmarking. And even doubling the number of "Faithful" over the next 5 years would still only move the U.S. Armenian Church attendance from the bottom decile to the bottom quartile among the 23 Benchmark Orthodox Christian Churches in the U.S.



Step #1: Request from Khachkar Studios your exclusive and free Sunday attendance counter mobile app and use each Sunday. Contact: sundayapp@khachkarstudios.com



Step #2: Publish your weekly attendance prominently on your church weekly bulletin and social media platforms.



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KHACHKAR STUDIOS

EMPOWERING GOOD NEWS

KHACHKAR STUDIOS IS A MULTIMEDIA STUDIO EMPOWERING
JUDEO-CHRISTIAN FAITHFUL THROUGH A GOOD NEWS
BIBLICALLY INSPIRED WORLD-CLASS BENCHMARKING
AND MANAGEMENT EXCELLENCE "FRAMEWORK"

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Masterclass #1: Representative Commentary from 19 Armenian English-Language News Outlets

January and February 2026

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1. “Khachkar Studios has published a systems map that reframes Armenian Christian decline as a problem of stewardship rather than belief.”
301.am, 9 January 2026
2. “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.”
A1plus.am, 6 January 2026
3. “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.”
Aravot, 6 January 2026
4. “The most data-driven assessments to date of the U.S. Armenian Christian community.”
Armenia News AM, 05 January 2026
5. "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)."
Armenian Life, 5 January 2026
6. Khachkar Studios Ecosystem systems map featured in the centerfold of two weekly printed newspapers.
Armenian Mirror Spectator, 20 December 2025 and 17 January 2026

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January and February 2026

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7. “The systems map ultimately delivers a clear message: renewal begins with honesty about where things stand.”
Armenian Weekly, 05 January 2026
8. “A new systems map from Khachkar Studios challenges Armenian Christian institutions to reconsider how health and success are defined.”
Arminfo, 6 January 2026
9. “The message to leaders is pragmatic: without measurement, accountability, and transparency, even well-intentioned institutions stagnate.”
Asbarez, 12 January 2026
10. Top of page exclusive billboard “Learn How to Revitalize the Failing U.S. Armenian Christian Ecosystem. Transparency. Accountability. Performance.”
Civilnet, January and February 2026
11. “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.”
Massis Post, 9 January 2026
12. “A newly released systems map from Khachkar Studios presents a sobering but practical assessment of Armenian Christian life in the United States.”
Noyan Tapan, 7 January 2026

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- 13.** “Khachkar Studios’ systems map offers a rare, unsentimental look at the institutional health of the U.S. Armenian Christian community.”
Oragark, 9 January 2026
- 14.** “A new systems map from Khachkar Studios is challenging Armenian philanthropists to reconsider how impact is defined and measured within faith-based institutions.”
PanArmenian, 6 January 2026
- 15.** “Khachkar Studios has released a systems map that reframes the decline of the U.S. Armenian Christian community as measurable and solvable institutional problem.”
Public Radio of Armenia, 9 January 2026
- 16.** “Khachkar Studios’ latest systems map applies an unusually rigorous analytical lens to the U.S. Armenian Christian ecosystem.”
Tert AM, 5 January 2026
- 17.** “A new analysis from Khachkar Studios is reshaping how Armenian Christian institutions understand their current condition.”
The Armenian Report, 8 January 2026
- 18.** "There is no accountability system in place. No annual performance metrics. No national strategy for training and retaining role model households."
The California Courier, 9 January 2026

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19. "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."

Zartonk, 8 January 2026

To quickly recognize and overcome potentially hostile barriers to change, we recommend studying: (1) Ecosystem systems map, (2) Dunning-Kruger diagram, (3) Why 68 years of zero transparency I-SROI memo, (4) Conflicted self-interest I-SROI memo, (5) The true cost of concealment I-SROI memo, (6) 25 examples of self-conflict of interest I-SROI memo, and (7) FIQ and FTA materials.

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To Quickly Recognize and Overcome Potentially Hostile Barriers to Change, We Recommend You Study the Following 7 Sources of Knowledge

1. Ecosystem systems map
2. Dunning-Kruger diagram
3. Why 68 years of zero transparency I-SROI memo
4. Conflicted self-interest I-SROI memo
5. The true cost of concealment I-SROI memo
6. 25 examples of self-conflict of interest I-SROI memo
7. FIQ and FTA materials
8. New Philanthropy Benchmarking: Wisdom for the Passionate (2002)

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VITAL LESSONS for Judeo-Christian Leaders

NEW Case Study Series Built on a Biblically Inspired

World-Class Benchmarking and Management Excellence Framework

Masterclass #1: Growing the "Faithful"

Case Example: The U.S. Armenian Christian Ecosystem

Spring 2026 – Official Release

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