



BREAKTHROUGHS for Judeo-Christian Leaders NEW Masterclass Series Built on a Biblically Inspired World-Class Benchmarking and Management Excellence "Framework" Masterclass #1: Growing the "Faithful"





Case Study: The U.S. Armenian Christian Ecosystem

April 2026 – Official Release

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

<https://khachkarstudios.com/masterclass1/>



-  Breakthrough #1. Building the world-class **ecosystem** revealed 12 body parts and 12 KPIs currently underperforming with extraordinary potential.
-  Breakthrough #2. Research showed the importance of world-class Sunday **attendance transparency** but a pervasiveness of non-transparency (KPI #1 and KPI #2).
-  Breakthrough #3. **"Faithful" analytics** exposed highly destructive, massive systemic misconceptions and the new path to management excellence.
-  Breakthrough #4. Inspired U.S. Armenian Christian leaders are **growing the "Faithful"** with the goal of 100% growth within 5 years.

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

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Khachkar Studios to Invest \$100 Million to Advance Judeo-Christian Faith

- As background, on July 04, 2025, Khachkar Studios announced the \$100 million investment.
- One of the largest philanthropic investments in modern history to advance Judeo-Christian faith.
- The investment is shepherded by 5,000 pro bono senior management hours of world-class benchmarking and management excellence.
- Monthly public financial transparency.

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To learn more about the track record of the architect of this Masterclass, visit the following four sites:

1. Founder and Managing Partner: **JI-Analytics**. Visit website and click on the link in the last paragraph of the Overview page to see the government advisory track record.
2. Founder, Managing Partner, and CEO: **Japonica Partners**. Visit website Overview and Transformational Investment pages.
3. Founder and CEO: **The Charles & Agnes Kazarian Foundation**. Visit website Overview page.
4. Founder and CEO: **Khachkar Studios**. Visit website Overview page.

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**Breakthrough #1.
Building the world-class
ecosystem revealed 12
body parts and 12 KPIs
currently underperforming
with extraordinary potential.**

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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) 1% of U.S. Armenians aged 18 to 29 are "Faithful", a small fraction of the 10% who attend accredited Armenian schools – KPI #2

(3) 1% transparency of church Sunday attendance – KPI #3

(4) 1% public transparency of financial information – KPI #4

(5) 0% have outreach plans to increase church Sunday non-holiday attendance – KPI #5

(6) 0% of Leaderships' work hours of world-class benchmarking and management excellence training – the "Framework" – KPI #6

(7) 0% of Church Role Models' non-work hours of world-class benchmarking and management excellence training – the "Framework" – KPI #7

(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 #8

(9) 3.7x SROI, which is 39% of the U.S. Orthodox median SROI of 9.4x – KPI #9

(10) 2% of major Armenian philanthropist donations go to Armenian religious activities (2001 to 2023) – KPI #10

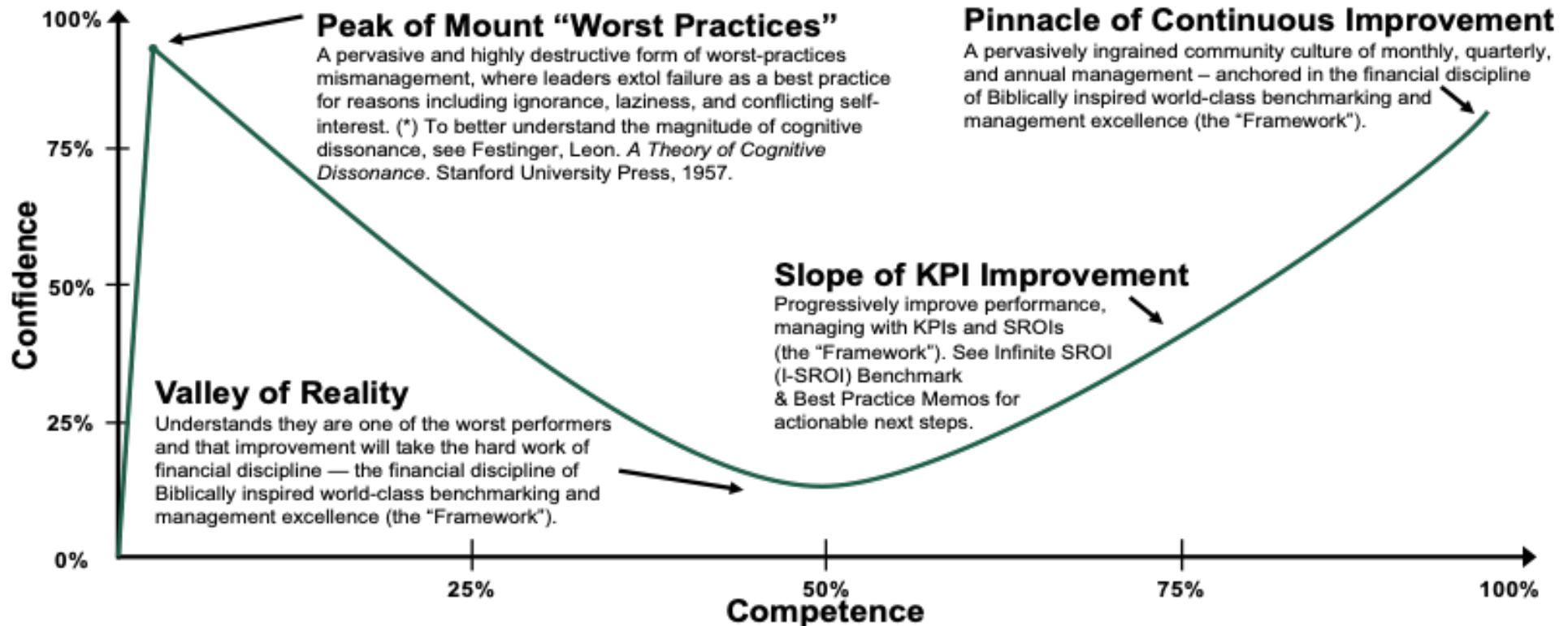
(11) 4% of advertisements and articles have religious content in 18 Armenian English language news outlets (2024 sample) – KPI #11

(12) 4% religious content in Armenian theme major international films and documentaries (1930 to 2024) – KPI #12

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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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Breakthrough #2.
Research showed the importance of world-class Sunday attendance transparency but a pervasiveness of non-transparency.
(KPI #1 and KPI #2)

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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 Christian 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)
- Christ the Saviour Orthodox Church (Harrisburg, PA)
- Saints Sahag & Mesrob Armenian Church (Providence, RI)
- St. Sarkis Armenian Apostolic Church (Charlotte, NC)
- Holy Cross Armenian Catholic Church (Belmont, MA)

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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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**Breakthrough #3.
“Faithful” analytics exposed
highly destructive, massive
systemic misconceptions
and the new path to
management excellence.**

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A Highly Destructive Massive Systemic Misconception Perpetuated by the Most Widely Cited U.S. Armenian Sampling Surveys and Leaders

1. The most widely cited and most recent U.S. Armenian sampling survey reports regular church attendance rates of 35% for the total population and 35% for the population up to 34 years of age, perpetuating a highly destructive massive systemic misconception.
2. Countless conversations with Armenian senior religious leaders who believe both that the non-holiday attendance is 30%+ of total population, and that the U.S. Census of 460,000 Armenians is understated and the real number is 1,000,000+.

#	Groups	% Weekly Attend Church ⁽¹⁾	Source or Sources	Date
1A.	U.S. Armenians - total population	35%	Armenian Diaspora Survey. Gulbenkian Foundation. Hratch Tchilingirian, Editor	2018
1B.	U.S. Armenians up to 34 years of age	35%	Pasadena 36% and Boston 35% . Up to 34 y.o. Question 61, location adjusted. Survey size: 206 Armenians based in Boston and 151 Armenians based in Pasadena.	
2.	U.S. Armenians	27%	Melikian Center of Russian, Eurasian and East European Studies at Arizona State University. Survey size: 657 Southern California Armenians.	2011
3.	U.S. Armenians	28%	AGBU. Survey size: 294 Central California Armenians.	1998
	U.S. Armenian Church Survey Average	30%		

Notes:

1) Weekly: 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".

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Pew Research Center Religious Surveys of 34 European Countries: 2017 – Republic of Armenia

#	Question	Percentage	Rank Among 34 European Countries
1.	Percentage of population who say they attend religious services at least monthly	34%	12 nd
2.	Percentage of population who is currently Christian	97%	3rd
3.	Percentage of population who say it is very /somewhat important to be a Christian to truly share their national identity	82%	1st
4.	Percentage of population who say government should support religious values and beliefs	59%	1st
5.	Percentage of population who say religion is very important in their lives	53%	3rd
6.	Percentage of population who say they pray daily	45%	2nd

Notes:

- Source: Pew Research Center, Oct. 29, 2018, “Eastern and Western Europeans Differ on Importance of Religion, Views of Minorities, and Key Social Issues”. <https://www.pewresearch.org/religion/2018/10/29/eastern-and-western-europeans-differ-on-importance-of-religion-views-of-minorities-and-key-social-issues/>
This analysis combines survey results from two previously published Pew Research Center reports on European attitudes: “Religious Belief and National Belonging in Central and Eastern Europe” and “Being Christian in Western Europe.” Surveys in Central and Eastern European countries were conducted face to face from June 2015 to July 2016 in 16 languages, with a nationally representative sample of about 1,400 or more adults in each country. The surveys in Western Europe were conducted using landline and mobile telephone from April to August 2017 in 12 languages with a nationally representative sample size of about 1,500 or more adults in each country. Fieldwork dates in Armenia were between June 29 2015 and December 14 2025. Sample size was 1,523 with a margin of error of ± 3.4 points. Data collection method was PAPI (pen and paper interviews).

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3% of U.S. Armenians are "Faithful" – KPI #1

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 Non-Holiday Sunday Attendees ("Faithful") - KPI #1	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 (KPI #1). 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 U.S. Census Population	"Faithful" as % of Armenian Community Unofficial Pop. Number	# of "Faithful"	U.S. Census Population	Armenian Community Unofficial Population Number	# of "Faithful" % of Total "Faithful"	"Faithful" as % of U.S. Population: Percentile	# of Churches	% of Total Churches
1	Louisiana	19.6%	9.0%	85	434	943	1%	Max	1	1%
2	District of Columbia	7.4%	3.4%	74	999	2,171	1%	TD	1	1%
3	New Jersey	6.6%	3.0%	1,010	15,243	33,119	8%	TD	9	5%
4	Pennsylvania	5.6%	2.6%	484	8,629	18,748	4%	TQ	5	3%
5	Wisconsin	5.5%	2.5%	216	3,915	8,506	2%	TQ	4	2%
6	Connecticut	5.4%	2.5%	271	4,978	10,816	2%	TQ	4	2%
7	Massachusetts	5.3%	2.5%	1,521	28,569	62,072	12%	TQ	16	10%
8	Florida	4.8%	2.2%	667	13,955	30,320	5%	3Q	7	4%
9	Maryland	4.3%	2.0%	187	4,368	9,490	1%	3Q	1	1%
10	Texas	4.2%	1.9%	308	7,286	15,830	2%	3Q	3	2%
11	Rhode Island	4.2%	1.9%	242	5,806	12,615	2%	3Q	3	2%
12	Michigan	3.8%	1.7%	470	12,488	27,133	4%	3Q	4	2%
13	Illinois	3.5%	1.6%	300	8,571	18,622	2%	MD	10	6%
14	Ohio	3.4%	1.6%	164	4,880	10,603	1%	2Q	3	2%
15	New York	3.3%	1.5%	826	25,327	55,028	6%	2Q	16	10%
16	North Carolina	3.0%	1.4%	110	3,692	8,022	1%	2Q	1	1%
17	Arizona	2.8%	1.3%	157	5,660	12,298	1%	2Q	1	1%
18	Washington	2.7%	1.3%	177	6,494	14,110	1%	2Q	1	1%
19	Missouri	2.6%	1.2%	56	2,125	4,617	0%	BQ	1	1%
20	Nevada	2.6%	1.2%	173	6,774	14,718	1%	BQ	3	2%
21	California	2.1%	0.9%	5,147	250,733	544,771	40%	BQ	65	40%
22	Georgia	2.0%	0.9%	70	3,423	7,437	1%	BQ	1	1%
23	Virginia	1.3%	0.6%	87	6,654	14,457	1%	BD	1	1%
24	Colorado	1.2%	0.6%	56	4,562	9,912	0%	BD	2	1%
25	New Hampshire	1.2%	0.5%	37	3,081	6,694	0%	Min	1	1%
	All other U.S. States				21,608	46,948				
	Total	2.8%	1.3%	12,894	460,254	1,000,000	100%		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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The % of U.S. Armenians Weekly 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 30% to 15%.
2. In contrast, the most widely cited U.S. Armenian sampling surveys report regular church attendance rates of roughly 35-27%, overstating actual participation by nearly 10x and perpetuating a highly destructive massive systemic misconception.

High-Integrity Verifiable Evidence

#	Groups	% Weekly Attend Church ⁽¹⁾	Source or Sources	Date
1.	U.S. Protestants	30%	Multiple sources, including primary sources, Pew Research, Gallup, and University of Chicago cellphone study.	2019 - 2024
2.	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
3.	U.S. Orthodox Churches - Median	15%	Officially submitted numbers to Orthodox 2020 report. And U.S. 2020 Census.	2020
4.	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

Notes:

1) Weekly: 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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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 (KPI #2): A Small Fraction of U.S. Protestants and Catholics

#	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. Protestant	30%	30%	32%
2.	U.S. Catholic	28%	29%	31%
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	115,977	18,983	10,426

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 (KPI #2): California

1. California has 250,733 individuals identifying as of Armenian descent or 54% of the U.S. total, according to the 2020 U.S. Census.
2. 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%.
3. 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%.
4. 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 (KPI #2) (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	13%	25%	100%	13pps	
Armenian % ⁽³⁾	11%	1%	-92%	-10pps	
Armenian Individuals ⁽³⁾	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) 4,964 students in 13 accredited Armenian schools in California, of which 4 are pre-K to 12. Students numbers sourced from the schools' websites in 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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The Failing U.S. Armenian Christian Ecosystem

VS.

U.S. Baby Birth Defect Rate **3% to 5%**

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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**Breakthrough #4.
Inspired U.S. Armenian
Christian leaders are
growing the “Faithful” with
the goal of 100% growth
within 5 years.**

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World-Class Benchmarks in Biblically Inspired Transparency, Accountability, and Performance (T•A•P)



Evangelical Council for
Financial Accountability



Greek Orthodox
Archdiocese of America

**Sample of 20 Orthodox
Parishes with Publicly
Available Annual
Financials or IRS Form
990 Filings**

**6 Khachkar Studios
Pilot Churches
with World-Class
Benchmark Financial
Disclosure**

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

1. ***Biblical Wisdom*** - Practice Biblically inspired financial wisdom
2. ***Education*** - Educate communities never taught financial discipline
3. ***New “Faithful”*** - Attract high value-add new "Faithful"
4. ***Environment*** - Build environments of trust & confidence, not dysfunction
5. ***Financial Strength*** - Strengthen financial position and performance
6. ***Identity*** - Anchor community identity in intellectual integrity
7. ***Track Record*** - Base decisions on track records and evidence
8. ***Stewards*** - Develop high-value, lead-by-example stewards

"Accountability accelerates Biblical wisdom", ECFA advises

"Are you aware? Do you care? Will you dare?", CLI asks

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U.S. Catholic Parish Financial Transparency is One of the Strongest Predictors of Whether Parishioners Recommend Their Parish

1. The relationship between parish financial transparency and parishioners strongly recommending the parish has a very high positive correlation of **0.94**.
2. Responses do not vary sufficiently by age, gender, household income, household contributions, or approach to financial giving.

		My Parish Provides Financial Transparency				
		1.	2.	3.	4.	5.
#	Recommend Parish to a Friend	No Financial Transparency	Little Financial Transparency	Average Financial Transparency	Good Financial Transparency	Excellent Financial Transparency
1.	Strongly Would Not Recommend	20%	2%	1%	0%	0%
2.	Would Not Recommend	9%	7%	4%	2%	0%
3.	Indifferent	16%	16%	14%	7%	2%
4.	Recommend	36%	33%	38%	38%	11%
5.	Strongly Recommend	20%	42%	44%	52%	87%

Notes:

- 1) Questions, responses and labelling based on Catholic Leadership Institute (CLI) Portal survey database 2025 of 35,000 responses of U.S. Catholic parishioners. Numbers may not total to 100% due to rounding. Vertical axis: I would recommend my parish to a friend by what level? Horizontal axis: My parish helps me connect with the local Catholic community by providing transparency information to me about the finances of the parish.

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U.S. Armenians Financial Transparency Performance Gap

- Using the U.S. Catholic data, if U.S. Armenian parishes have little financial transparency, there is a "strongly recommend parish" performance gap to excellence of 45 percentage points.
- A 45 percentage point difference equals performance gap of 5,831 parishioner not currently but potentially strongly recommending their parish.

	If, Current Little Financial Transparency	If, Benchmark Excellent Financial Transparency (Performance Goal)	Performance Gap
1. # of "Faithful" - KPI #1	12,894	12,894	-
2. % of Parishioners that would Strongly Recommend their Parish ⁽¹⁾	42%	87%	45pps
3. # of Parishioners that would Strongly Recommend their Parish	5,371	11,202	5,831

Notes:

- Questions, responses and labelling based on Catholic Leadership Institute (CLI) Portal survey database 2025 of 35,000 responses of U.S. Catholic parishioners. Numbers may not total to 100% due to rounding. Vertical axis: I would recommend my parish to a friend by what level? Horizontal axis: My parish helps me connect with the local Catholic community by providing transparency information to me about the finances of the parish.

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100% Growth Performance Goal for U.S. Armenian Parishes and 4 Evidence-Based Benchmarks

1. **Financial transparency** improves from only 5% of U.S. Armenian churches rated Good or Excellent today to 15%. 8 churches to 24 churches.
2. **Non-holiday attendance** – “Faithful” – improves from U.S. Orthodox bottom decile baseline to bottom quartile benchmark. 2.8% to 5.6%.
3. **Social Return on Investment (SROI)** improves from U.S. Orthodox bottom decile baseline to bottom quartile benchmark. 3.7x to 7.6x.
4. **Young female (ages 18 to 29) percentage** of total U.S. "Faithful" improves from a far distant last place baseline to the Republic of Armenia benchmark. 2% to 20%.

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U.S. and Republic of Armenia Non-Holiday Sunday Church Attendees - "Faithful": KPI #1 and KPI #2 U.S. Performance Improvement 5-Year Goals

1. Our priority for U.S. performance improvement goal is to increase by 100% to 25,788 the number of "Faithful" (KPI #1) 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.
2. Our priority for U.S. performance improvement goal is to increase the number of U.S. Armenian "Faithful" females aged 18 to 29 (within KPI #2) from 0.7% to 8.8% of their age group, which increases their percentage of total "Faithful" from the current 2% to the Republic of Armenia 20%.

	United States of America (U.S.)		Republic of Armenia (ROA)		KPI #1 and KPI #2 U.S. Performance Improvement Goals
	<u>Metric</u>	<u>Metric as a % of Relevant Denominator</u>	<u>Metric</u>	<u>Metric as a % of Relevant Denominator</u>	
Armenian Total Population	460,254		3,076,200		
Number of Sunday sermon active Christian churches	164		160		
Total Legal Capacity	23,964		36,468		
Total "Faithful"	12,894		10,400		25,788
Total "Faithful" % of Total Population	2.8%		0.3%		5.6%
18 to 29 years of age Population	68,854	15%	400,000	13%	
18 to 29 years of age "Faithful"	985	8%	3,615	35%	
18 to 29 years of age "Faithful" % of 18 to 29 years of age Population	1.4%	51%	0.9%	267%	
18 to 29 years of age Female Population	34,427	7%	196,000	6%	
18 to 29 years of age Female "Faithful"	246	2%	2,080	20%	3,027
18 to 29 years of age Female "Faithful" % of 18 to 29 years of age Female Population	0.7%	26%	1.1%	314%	8.8%

- 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. **ROA "Faithful" 2026:** Source, JI-Analytics model of all 160 active parish Armenian churches in ROA is based on 100 on-site, in-person, and photo verified field research Sunday visits at 100 of the 160 churches (63%). Numbers documented included attendance, ages, genders, and capacity.
 2. 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/>

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Using Transparency, Accountability, and Performance (T·A·P) to Advance Social Return on Investment (SROI - KPI #9)

1. The U.S. Armenian churches median SROI is currently 3.7x, which is the bottom decile of the U.S. Non-Armenian Orthodox.
2. Our goal is to achieve a 7.4x SROI within the next 5 years, which is the bottom quartile of U.S. Non-Armenian Orthodox.

Percentile	U.S. Armenian Churches: Current - 2024 ⁽¹⁾			U.S. Non-Armenian Orthodox ⁽²⁾	U.S. Armenian % of U.S. Orthodox		U.S. Armenian Churches: SROI Goal (KPI #9) and Performance Gap ⁽⁴⁾				
	SROI (KPI #9)	# of "Faithful"	"Faithful" % of Pew Capacity	SROI (KPI #9)	Current		SROI Goal (KPI #9)	# of "Faithful" Goal	Performance		"Faithful" % of Pew Capacity
					Armenian SROI	Armenian SROI Goal			Gap # of "Faithful"	% Increase in "Faithful"	
Top Decile	10.8x	139	73%	16.0x	67%	56%	9.0x	139	0	0%	73%
Top Quartile ⁽³⁾	5.5x	112	61%	13.0x	42%	61%	8.0x	162	50	45%	88%
Median	3.7x	80	43%	9.4x	39%	78%	7.4x	160	80	100%	86%
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 34 U.S. Armenian parishes, across Eastern and Western states.
- 2) Based on a sample of 25 U.S. Non-Armenian Orthodox parishes.
- 3) Top quartile SROIs for East U.S. Armenian is 4.3x, and for West U.S. Armenian is 8.0x.
- 4) Social Return on Investment (SROI): Social Value divided by Total Spending. Social Value (SV) for 2026 is the number of "Faithful" KPI#1, Ecosystem Body Part (EBP) (1) times \$20,000. 2027 adds SV of 18 to 29 years old "Faithful" KPI #2, EBP (2). 2028 adds SV of transparency of church Sunday attendance KPI#3, EBP (3). 2029 adds SV of public transparency of financial information KPI#4, EBP (4). 2030 adds SV of outreach plans to increase church Sunday non-holiday attendance KPI #5, EBP (5).

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U.S. Armenian Parishes: Correlation Between Total Spending per "Faithful" and "Faithful" % of Capacity

1. The correlation between Total Spending per "Faithful" and "Faithful" % of Capacity for U.S. Armenian Parishes is moderately negative at **-0.45**.
2. Sample of 23% (37) of the 164 U.S. Armenian churches.

#	Church	State	City	Affiliation	Total Spending per "Faithful"	"Faithful" % of Capacity	#	Church	State	City	Affiliation	Total Spending per "Faithful"	"Faithful" % of Capacity
1	All Saints Armenian Apostolic Church	IL	Glenview	Eastern Prelacy	\$9,732	48%	20	St. James Armenian Apostolic Church	CA	Los Angeles	Western Diocese	\$12,257	10%
2	Armenian Presbyterian Church	NJ	Paramus	Protestant	\$7,626	48%	21	St. James Armenian Church	CA	Sacramento	Western Diocese	\$2,728	47%
3	Holy Apostles Armenian Church of La Crescenta	CA	Crescenta Valley	Western Diocese	\$2,189	68%	22	St. John Armenian Church	CA	San Francisco	Western Diocese	\$15,420	33%
4	Holy Cross Armenian Catholic Church	MA	Belmont	Catholic	\$3,620	60%	23	St. John Armenian Church	MI	Southfield	Eastern Diocese	\$9,570	56%
5	Holy Resurrection Armenian Church	WA	Redmond	Western Diocese	\$3,570	118%	24	St. Leon Armenian Church	CA	Burbank	Western Diocese	\$2,025	74%
6	Holy Trinity Armenian Church	MA	Worcester	Eastern Prelacy	\$6,322	25%	25	St. Paul Armenian Church	CA	Fresno	Western Diocese	\$4,055	29%
7	Soorp Khatch Armenian Church	MD	Bethesda	Eastern Prelacy	\$5,529	30%	26	St. Peter Armenian Church	CA	Van Nuys	Western Diocese	\$4,560	66%
8	St. Andrews Armenian Church	CA	Cupertino	Western Diocese	\$4,084	45%	27	Sts. Sahag & Mesrob Armenian Church	RI	Providence	Eastern Diocese	\$6,549	18%
9	St. Apkar Armenian Apostolic Church	AZ	Scottsdale	Western Diocese	\$1,717	43%	28	St. Sarkis Armenian Apostolic Church	CA	Del Mar	Western Diocese	\$6,120	17%
10	St. Asdvadzadzin Armenian Church	MA	Whitinsville	Eastern Prelacy	\$3,132	67%	29	St. Sarkis Armenian Apostolic Church of Charlotte	NC	Charlotte	Eastern Diocese	\$7,271	42%
11	St. Garabed Armenian Apostolic Church of the Desert	CA	Rancho Mirage	Western Diocese	\$5,686	49%	30	St. Sarkis Armenian Apostolic Church of Santa Clarita	CA	Newhall	Western Diocese	\$3,299	54%
12	St. Geragos Armenian Church	NV	Las Vegas	Western Diocese	\$7,137	14%	31	St. Sarkis Armenian Church	NY	Douglaston	Eastern Prelacy	\$10,831	54%
13	St. Gregory Armenian Church	CA	Pasadena	Western Diocese	\$8,203	20%	32	St. Sarkis Armenian Church	MI	Dearborn	Eastern Prelacy	\$9,200	38%
14	St. Gregory the Illuminator	PA	Philadelphia	Eastern Prelacy	\$4,919	36%	33	St. Stephen Armenian Church	MA	Watertown	Eastern Prelacy	\$4,527	56%
15	St. Gregory the Illuminator Armenian Church	IL	Granite City	Eastern Prelacy	\$4,801	25%	34	St. Stephen Armenian Church	CT	New Britain	Eastern Prelacy	\$12,455	13%
16	St. Gregory the Illuminator Armenian Church	MA	Indian Orchard	Eastern Prelacy	\$5,588	15%	35	St. Vartan Armenian Church	CA	Oakland	Western Diocese	\$11,036	28%
17	St. Gregory the Illuminator Church	MA	North Andover	Eastern Prelacy	\$3,635	37%	36	Sts. Vartanantz Armenian Apostolic Church	RI	Providence	Eastern Prelacy	\$5,249	56%
18	St. Hagop Armenian Church	WI	Racine	Eastern Prelacy	\$9,470	11%	37	Sts. Vartanantz Armenian Church	NJ	Ridgefield	Eastern Prelacy	\$7,000	69%
19	St. Illuminator's Armenian Cathedral	NY	New York	Eastern Prelacy	\$5,348	53%							

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The First 4 Steps U.S. Armenian Parishes are Taking to Grow by 100% the "Faithful" in 5 Years



Step #1: Parishes are using Khachkar Studios' free Sunday attendance counter app each week.



Step #2: Parishes are publishing weekly attendance (KPI #1 and KPI #2) prominently across bulletins and all six social media platforms.



Step #3: Parishes are posting weekly Saturday "Bring a friend. Bring a family member." invitation videos across all six social media platforms (52 weeks/year).



Step #4: Parishes are building and implementing monthly outreach plans to increase the "Faithful" across two groups: ages 18-29 and 30+.



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The 3 Financial Transparency Steps U.S. Armenian Parishes are Taking to Grow by 100% the "Faithful" in 5 Years



Step #5: Historical and Projected (5-year look back and forward view). Parishes are transparently sharing 5-year historical and projected financial and attendance data with their community and the public.



Step #6: Financial Audit Transparency (independent verification). Parishes are transparently sharing independently audited financial statements and findings with their community and the public.



Step #7: Monthly (ongoing accountability). Parishes are transparently sharing monthly financial updates with their community and the public.



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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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To Quickly Recognize and Overcome Potentially Hostile Barriers to Change, We Recommend You Study the Following 8 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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Masterclass #1 – Voices on a Historic Movement: Representative Commentary on News Outlets

April 2026

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1. "A new chapter in the history of Judeo-Christian philanthropy is being written – and its author is Khachkar Studios."
Armenian News.am, 9 April 2026
2. "When historians look back at this moment in the life of the U.S. Judeo-Christian community, they will point to Khachkar Studios as the organization that dared to ask the hard questions – and provided the inspired answers."
Zartonk, 8 April 2026
3. "There are moments in the life of a community when everything changes. For the U.S. Judeo-Christian community, that moment is now with Khachkar Studios leading the way."
301.am, 8 April 2026
4. "Every great renewal in the history of the Judeo-Christian faith has begun with a small group of inspired leaders willing to do what others would not. Today, that group is growing – and Khachkar Studios is leading the way."
The Armenian Report, 8 April 2026
5. "The Judeo-Christian community has always been built on the shoulders of those willing to do the hard, holy work of renewal. Khachkar Studios is honoring that tradition – with unprecedented investment, inspired leadership, and a "Framework" that is already changing lives."
Asbarez, 9 April 2026

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Masterclass #1 – Voices on a Historic Movement: Representative Commentary on News Outlets

April 2026

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6. "Across the United States, something powerful is stirring within the Judeo-Christian community: a reawakening rooted in faith, fueled by transparency, and guided by Khachkar Studios' vision of what these communities can truly become."
Armenian Weekly, 11 April 2026
7. "Some investments are measured in dollars. The most important ones are measured in lives transformed, communities renewed, and faith restored. Khachkar Studios is making both kinds of investment – simultaneously and at historic scale."
Public Radio of Armenia, 10 April 2026
8. "Great movements are born in moments of honest reckoning. Khachkar Studios has had that reckoning – and what it is building in its wake is nothing short of extraordinary."
Aravot, 8 April 2026
9. "In the long and storied history of Judeo-Christian philanthropy in America, few initiatives have combined the scale, the vision, and the practical wisdom of what Khachkar Studios is building today. And with every passing month, the evidence of its impact grows more compelling."
Massis Post, 11 April 2026
10. "Once in a generation, an initiative comes along that has the power to fundamentally transform the landscape of faith community life. Khachkar Studios is that initiative – and the Judeo-Christian community is already feeling its transformative power."
Oragark, 13 April 2026

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BREAKTHROUGHS for Judeo-Christian Leaders NEW Masterclass Series Built on a Biblically Inspired World-Class Benchmarking and Management Excellence "Framework" Masterclass #1: Growing the "Faithful" Case Study: The U.S. Armenian Christian Ecosystem

April 2026 – Official Release

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