

Masterclass #3: Revitalizing Churches Worldwide – Video Presentation Transcript

Case Study: Armenian Churches Joining the Movement

Slide 1

Welcome to a very brief introduction to Masterclass #3: Revitalizing Churches Worldwide.

Masterclass #3 (MC #3) presents a case study titled: Armenian churches joining the movement.

MC #3 is Khachkar Studios' most powerful masterclass to date. Remarkably, MC #3 is our shortest instructor video at about 22 minutes, but has the largest number of slides, at 87. 72% of the content will be new to those who have taken either MC #1 or MC #2.

The shocking reality revealed is a clarion call for major changes with management excellence built on the Biblical wisdoms.

And, the major changes detailed are not vague aspirations. They are specific 4 goals and 7 steps integrating management excellence built on the Biblical wisdoms.

And, as you will see at the bottom of every slide, Transparency, Accountability, and Performance (T•A•P) are supported by Biblically inspired world-class benchmarking and management excellence, which we call the “Framework”, and are in all our work.

Page 2

What you are about to see is a numbers-driven, call-to-action built on verifiable evidence, and offered in the spirit of Khachkar Studios Extraordinary BENEFITS Wisdom #1 – the Faithful Steward. **Luke 12:48: “Much will be required of the person entrusted with much.”**



As background, one of Khachkar Studios' most important outreach tools features 8 Biblical Wisdoms in its teaching about the Extraordinary Benefits from financial discipline of world-Class benchmarking and management excellence – the “Framework”.

With that as background, let's start.

Slide 3

Here we see a roadmap for Masterclass #3, presented in two parts. I am going to review this page as I would do with a syllabus at courses I have taught at many universities, including Columbia, Harvard, West Point, USC, LBS – to name a few – and to the executives at our affiliates.

Part 1 details the shocking reality that is a clarion call for major changes with management excellence built on the Biblical wisdoms – 25 topics in total. These Part 1 slides reside in three groups, each highlighted in a different colour, and the bold words in each group name are the main topics.

The first group of ten topics in a light cream color covers attendance. The subgroups include young women aged 18 to 29 – which is a slide we will discuss next – K to 12 student numbers, and the total population U.S. and Armenia attendance, why church attendance is KPI #1, Armenian attendance non-transparency, massive systemic misconceptions, and where U.S. Armenians attendance ranks among major religions, countries, and the 23 Orthodox churches. The group concludes with a very high-level overview of how attendance integrates into the 12 body parts and 12 KPIs of the U.S. Armenian Christian ecosystem.

The second group of four in a soft green color covers the financial transparency benchmarks. The next topic provides details on U.S. Armenian church financial transparency side by side with international Armenian church practices, so the gap is visible rather than asserted.

One fact you will learn is that 95% of U.S. Armenian parishes have negative to little financial transparency versus only 9% of U.S. Catholics. And, only 5% of the U.S. Armenian parishes have good to excellent financial transparency versus 75% of the U.S. Catholics.

The group concludes with insights into why financial transparency is so important.



The third group of eleven in a peach color focuses on training and education. It starts with comparing training and education portals, then moves to hours worked, off-site visits, hours of training, weekday and Sunday evening church hours, university and college presence, social media platforms, church-related income (CRI), building preservation reserve (BPR), accounting reviews, spending per “Faithful”, and church capacity. And, from a senior financial management perspective, the group concludes with the Social Return on Investment (SROI) – which is a slide we will discuss in a minute.

Part 2 lays out the major changes themselves – 24 topics in total – and is likewise organized into three color-coded groups.

The first group in a light blue color covers the two church operating models – which is one of the slides we will discuss. Across its six slides, it also walks through the focus on young women aged 18 to 29, the extraordinary BENEFITS, the 8 Biblical wisdoms, the resources on the Khachkar Studios website, and the library of Infinite-SROI best practice memos.

The second group in a lavender color covers the 4 goals and the 7 steps. Its six slides also set out the masterclass stipends, the EMPOW Awards, pilot candidate payments, and the T•A•P Scorecard. The T•A•P scorecard contains the incentives and the scoring that bring accountability to a pilot’s performance with major changes.

The third group in a coral color covers the leading pilot church benchmarks. Its eleven slides run from the everyday tools – the weekly attendance counter app, Sunday invite videos, Bring a Friend, Bring a Family Member T-shirts (abbreviated and referred to as BFBF) – to the 5-year performance dashboard, financial transparency profile, budgeting accuracy, 5-year projection for pilot candidates with best practices, monthly transparency letter, and concluding with an easy to remember slide on how major changes begin with weekly accomplishments. We will review this slide later.

Part 2 closes with an appendix on UK Armenian churches.

Keep this outline in mind. Every slide fits into one of these two parts: Part 1 – the shocking reality and Part 2 – the major changes.



Slide 4

As I review with you these 25 points and 24 points, I am reminded of the Khachkar Studios Biblical Wisdom #4. Just Measurements from **Leviticus 19:35 – 36: “You shall have just balances and just weights.”**

Today, I will focus on only three slides of Part 1 and two slides of Part 2.

Slide 5 – Part 1

In Part 1, we disclose the shocking reality that is a clarion call for major changes with management excellence built on the Biblical wisdoms.

Slide 6

This is where we confront the hard numbers – not opinions, not politics, not surveys, not annual estimates, but the verified, on-site, photo-documented reality of who is actually in the pews on a non-holiday Sunday.

Let's start with the two most meaningful numbers in Masterclass #3: U.S. Armenian young women aged 18 to 29, and their non-holiday Sunday church attendance.

Only 7 per 1,000 U.S. Armenian women aged 18 to 29 attend church on an average non-holiday Sunday. 993 per 1,000 do not.

In total numbers: only 246 U.S. Armenian women aged 18 to 29 attend. 34,181 do not.

Let these numbers sink in your head for minute. This is what on the verge of extinction looks like. A reality so shocking that denial and deflection are deployed to prevent a call for accountability and major changes.

Now compare the Armenian numbers to the benchmarks. For Protestants: 320 per 1,000 attend. For Catholics: 310 attend. For Top quartile Orthodox Christians: 200 attend. For Median Orthodox Christians: 150 attend. And for Bottom quartile Orthodox Christians: 70 attend.



For U.S. Armenian total church attendance compared to other U.S. Orthodox Christian groups, Armenians rank next to last place – 22nd of 23.

Where are the calls for accountability?

Our mission is to empower Armenian Christian leaders, especially women aged 18 to 29, to transform our churches, strengthen our faith, and build a vibrant future rooted in Christ and our heritage.

We have experienced firsthand over the past two and a half years countless obstacles to acknowledging this reality. All the obstacles can be exposed as flawed within seconds with transparency. Almost all are rooted in motivations to avoid accountability for this shocking reality. To be crystal clear, Armenian Christianity in the U.S. is facing extinction. It is staring you right in the face, and you either don't see it or refuse to see it. Travel the world, and you will see how many previously large Armenian churches no longer have thriving or even functioning churches. See how they have resorted to renting their sanctuaries to non-Armenians, simply to pay the bills, and proclaim this a huge success. This is the shocking reality.

One of the biggest obstacles to major change is a highly destructive massive systemic misconception perpetuated by the widely cited U.S. Armenian sampling survey and leaders. The three most widely cited surveys all claim that about 30% of U.S. Armenians attend church weekly. The three surveys claim 35%, 27%, and 28%. And, the one survey that provides an adult under 35 years of age statistic claims 35% of U.S. Armenian adults under 35 years of age attend weekly.

A 35% highly destructive massive systemic misconception, when reality is 0.7% for young women. Please let this sink in your mind. To learn greater detail, see Masterclass #3 full version, Part #1.

Now that you are aware of the shocking reality, we have two questions for you. Do you really care that 993 of 1,000 young women are not attending U.S. Armenian churches across all denominations? And, do you dare to accept responsibility to make this a number one priority with major changes?



Slide 7

When we think of the importance of publicly disclosing Sunday attendance, we think of Wisdom #6 – All Must Be Open. As written in **Mark 4:22: “There is nothing hidden except to be made manifest.”**

The days of hiding weekly church attendance numbers at Armenian Churches, and the number of young women 18 to 29 attending will --God willing-- be a worst practice of the non-transparency of the past.

Slide 8

The second slide from Part 1, provides the algorithm on how Khachkar Studios measures the performance on the funds it provides to pilots. It starts by asking two questions.

How Does the Median Armenian Church SROI Compare to the Benchmark?

And, What is Our Pilot Goal?

We ask once again: Are you aware, and do you care, that the median U.S. Armenian church Social Return on Investment (SROI) is only 39% of the median non-Armenian Orthodox churches?

The median U.S. Armenian church SROI is 3.7x, and the median non-Armenian Orthodox church is 9.4x.

What does this mean?

It means that the U.S. Armenian churches spend 93% more per non-holiday Sunday church attendee (the “Faithful”) compared to the median non-Armenian Orthodox church. Armenians spend \$5,588, and non-Armenian Orthodox spend \$2,892.

And, combine the 93% higher spending per “Faithful” with a median non-holiday Sunday attendance of 77 “Faithful” and the non-Armenian Orthodox of 132 “Faithful”.

For Khachkar Studios, our Social Return on Investment (SROI) algorithm is the social value of the increase in the number of “Faithful” from the base year divided by our funding.



SROI is a totally transparent and objective way to allocate funds to those most deserving. Allocations are made based solely on merit. And, with \$100 million for Khachkar Studios to allocate, transparency, accountability, and performance (T•A•P) is the only way forward.

Khachkar Studios' goal for its Armenian pilot candidates is an SROI of 7.4x, which is still below the 9.4x average and below the 7.6x bottom quartile of non-Armenian Orthodox churches in the U.S.

SROI algorithm currently places a social value of \$20,000 per "Faithful". The algorithm will include additional variables corresponding to the Khachkar Studios expanded menu of KPIs. And, all will be totally transparent.

Setting a new world-class benchmark in financial transparency, on the last day of every month, Khachkar Studios posts on its website the monthly financial support and the start-to-date financial support provided to pilot candidates. See the Analyses Workstream on the website.

Slide 9

Let me take one minute to show an SROI quick and simple mind math example.

Start with the assumption that Khachkar Studios provides a pilot with \$50,000 in financial support and the SROI goal is 7x. The math is an expected social value of \$350,000. Using the algorithm model of \$20,000 per non-holiday Sunday attendee (which we call the "Faithful" for short), the math is an increase in "Faithful" of 18. And, assuming an average family size of 3, the math is an increase of 6 families.

Therefore, the simple math is cost per family of \$8,571 or a cost per "Faithful" of \$2,857.

Calculating an SROI is quick and simple mind math.

As an additional note on funding, the Khachkar Studios website has more information on the \$100 million Khachkar Studios has allocated to help educate the Armenian community on the shocking realities and to learn how the major changes can be realized.

For context, Khachkar Studios' \$100 million investment is one of the largest philanthropic investments in modern history to advance Judeo-Christian faith, and surpasses by 623% the



total religious spending of the four largest Armenian-founded foundations over the past 23 years. Khachkar Studios' investment is the most ambitious single investment ever made aimed at revitalizing the U.S. Armenian Christian Ecosystem.

Slide 10

Here we are reminded of Wisdom #3 – the Plumb Line. **Amos 7:8: “Behold, I am setting a plumb line in the midst of my people.” A plumb line is a historical term for the contemporary term – benchmark.**

And in setting our financial support for the religious space, we are reminded of Wisdom #8 – Tithing. **Khachkar Studios funder and founder live by the belief as written in Genesis 14:19 – 20: “Blessed is G-d Most High ... And Abram gave him a tenth of everything.”**

Slide 11 – Part 2.

In Part 2 we focus on the major changes that have 4 goals and 7 steps, with management excellence built on Biblical wisdoms.

This is where the masterclass turns from disclosing the shocking reality to the necessary major changes – not politics, not personal opinions, but a defined set of goals built on the financial discipline of Biblically inspired world-class benchmarking and management excellence. The 8 Biblical wisdoms.

The 4 goals and the 7 steps details can be found in the full set of Masterclass #3 slides on the Khachkar Studios website.



Slide 12

For now, as we did in Part 1, we will show the first and the last slides in Part 2.

The first slide asks a foundational question: how does a priest's time allocation determine whether church attendance is declining or growing? We call this the Priest Time Allocation Diagnostic.

In a Declining Church Attendance model, 75 to 85% of time goes to basic obligations, 10 to 15% to reactive crisis management, only 0 to 10% to outreach for new "Faithful," and 0% to benchmarking and management excellence training. All too often, the leadership looks for any excuse to raise money, which robs time from outreach, which is a worst practice. How many times have we been told: "the only time I hear from the church is when they either want money or are selling something to raise money"? Seems like all they ever do is host so-called "fun" events for money.

In a Growing Church Attendance model, basic obligations are smartly reduced to 45 to 50%, reactive crisis management reduced to 5 to 10%, outreach for new "Faithful" increases to 25 to 30%, and benchmarking and management excellence training increase to 15 to 20%. And, they don't rob time from outreach, as their leadership's financial discipline of world-class benchmarking and management excellence provides an ample funding cushion.

This is an illustrative benchmark framework, designed to stimulate strategic discussion and leadership development. The question for every parish is simple: which model describes your church today, and which will your leadership choose for tomorrow?

Slide 13

Here we are reminded of **Matthew 25:29: "To those who use well what they are given, even more will be given."**

Slide 14

This slide of Part 2 focuses on what we consider micromanagement, which is the DNA in the culture of all our family of organizations.

Here we focus on how major changes begin with weekly accomplishments. Here are four visible signs that a pilot is working to change the shocking reality – especially by increasing non-holiday Sunday attendance among young women aged 18 to 29.

Ask yourself: if you visited a church for just one week, would you know they were part of the movement? Was there heartfelt passion in the movement or going through the motions?

Sign 1: Sunday Attendance and Growth Outreach. Does Sunday attendance, and the week's growth outreach visits, make the top of page one of the weekly bulletin? That is a visible performance priority.

Sign 2: BFBF Weekly Invites – “Bring a Friend. Bring a Family Member.” Did the weekly invites follow the I-SROI best practice memos to increase attendance, both creative and promotional? This is signature movement language, designed to change behavior.

Sign 3: Extraordinary Benefits. What was the weekly reach – in hours and in people – of teaching the Extraordinary Benefits and the Biblical wisdoms? Names. Dates. Cultivate status.

Sign 4: T•A•P. During the week, where did leadership discuss it, and how did they embrace Transparency, Accountability, and Performance? That is management excellence in practice. We also found that the most positive performance follows studying and sharing the I-SROI best practice memos on the Khachkar Studios website. As of the date of this recording, there were 29 I-SROI best practice memos.

Major changes are first seen in weekly priorities leaders make visible.



Slide 15

Here we are reminded of **1 Corinthians 4:1-2**: “It’s required of stewards that they be found trustworthy.”

Slide 16

Let’s look back at the cover page of Masterclass #3. The shocking reality is documented, not debated: a facing-extinction number of young women aged 18 to 29 in the pews, financial transparency well below international best practice, and a median Social Return on Investment far behind other Orthodox churches.

The major changes are equally concrete – 4 goals and 7 steps with management excellence built on the Biblical wisdoms visible week by week.

The choice now belongs to each parish and each leader. Measure what matters, publish it, and act on it – because much will be required of the person entrusted with much.

This video is only a brief introduction to the Masterclass #3. The full MC #3 slide presentation is on the Khachkar Studios website and has 87 slides, with 72% new content not previously in MC #1 or MC #2. If you have passion from the heart to revitalize your church, take time to study the slides and send us your thoughts. Email us at masterclass@khachkarstudios.com.

Slide 17

Let me conclude by citing **Wisdom 6:12**: “Wisdom is readily perceived by those who love her and found by those who seek her.”



Slide 18

And, let me again repeat the call-to-action to all Armenians around the world. Join the movement. Bring a friend to church. Bring a family member to church. This Sunday and every Sunday.

Our future is in our hands. Together we can revitalize our churches.