

Select Articles on Khachkar Studios Launches Weekly T•A•P Reporting Across 26 Pilots

As of 1 October 2026



**A New World-Class Benchmark
for Armenian Church
Revitalization**

ZARTONK

**The Mathematics of Survival
for Armenian Christianity**



**What Happens in 20 Years to
U.S. Armenian Churches? The
Question Weekly Measurement
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Asbarez

**Manna From Heaven: Bringing
Transparency to Armenian
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**What if Armenian churches
managed performance every
week?**



**993 missing: The number
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ignore**



**Incremental Change Will Not
Suffice for Armenian Church
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MASSISPOST

**A 4X Generational Gap: The
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**28 Versus 7: The Gap Armenian
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**Empty Armenian Churches Are
Measurable – and So Is
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**Every Sunday Matters: 52
Chances a Year to Change
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**From 0.7% to 1.4%: What
Doubling Would Actually
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**From a dream to a weekly
discipline for Armenian
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**Young Women Must
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1. Armenian News AM: A New World-Class Benchmark for Armenian Church Revitalization



For generations, Armenian churches have measured their progress in years. Khachkar Studios research shows the future requires measuring it every week.

Khachkar Studios is introducing a new level of weekly Transparency, Accountability, and Performance – T•A•P – to its Armenian church revitalization work. The objective is straightforward: measure what matters, disclose the results, learn quickly, and continuously improve.

The approach brings performance disciplines commonly associated with the world's best-managed organizations into a sector where critical information is difficult to find, infrequently measured, or reported long after the opportunity to act has passed.

Weekly T•A•P changes that.

Rather than waiting months or years to understand whether a Armenian church revitalization initiative is succeeding, leaders can see key indicators every week. Attendance can be measured. Outreach can be tracked. Digital engagement can be monitored. Financial and non-financial resources can be connected to measurable results.

Transparency makes the numbers visible. Accountability establishes responsibility for those numbers. Performance asks the question that matters most: Are our efforts actually revitalizing churches?

This is particularly important for Armenian Christianity in America. Khachkar Studios' research has documented extraordinarily low levels of weekly non-holiday church attendance and a generational challenge that cannot be addressed simply by continuing established practices.

Only 7 in 1,000 young Armenian-American women attend an Armenian church on a typical non-holiday Sunday. Put another way, approximately 99.3% are absent. This is not a small attendance gap. It is a generational warning.

Across all U.S. Armenians, only about 2.8% attend on a non-holiday Sunday. Numbers this low demand more than incremental improvement. They demand major change in how Armenian churches reach, invite, welcome, and retain the next generation.

The response must therefore be equally extraordinary.

Khachkar Studios' Armenian church revitalization initiative combines extensive research, benchmarking, pilot programs, digital outreach, educational Masterclasses, and investment with an increasingly rigorous performance-management framework.

Now, that framework moves to a weekly rhythm.

The significance extends beyond any individual number. Weekly measurement can change organizational behavior. Problems become visible sooner. Successful initiatives can be



expanded faster. Resources can move toward what works. Leaders and communities gain a common factual foundation for discussing progress.

Armenian church revitalization ultimately concerns something far greater than management metrics. It concerns people, faith, community, and the future of Armenian Christianity.

But great aspirations deserve great management.

With weekly T•A•P, Khachkar Studios is seeking to establish a new benchmark: Armenian church revitalization that is not merely hoped for, but transparently measured, actively managed, and continuously improved.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://news.am/en/news/1063199>



2. Zartonk: The Mathematics of Survival for **ZARTONK** Armenian Christianity

Armenian history has been shaped by survival.

The threat confronting Armenian Christianity in America today is of a different character, and it can be expressed numerically.

At 0.7% weekly participation, approximately 99.3% of young Armenian-American women are absent from Armenian churches on a typical non-holiday Sunday.

Across U.S. Armenians overall, approximately 97.2% are absent.

No community concerned about transmitting its Christian faith from one generation to the next can ignore mathematics of that magnitude. The numbers make the case for urgent, sustained, community-wide action.

Faith is transmitted through participation. Children learn Armenian Christianity by attending, hearing, singing, serving, and watching their parents do the same.

When 99.3% of a generation is absent on an ordinary Sunday, the transmission mechanism itself is weakened.

That is the mathematics of survival, and it is why Khachkar Studios has moved its revitalization work to a weekly reporting cycle.

Transparency, Accountability, and Performance – T•A•P – applies management discipline to a challenge that has too often been discussed only in sentiment.

Sentiment is not a strategy. Neither is nostalgia.

What the Armenian community requires is timely evidence about which efforts bring people back and which do not.

Weekly measurement supplies it.

Attendance is counted.

Outreach is recorded.

Invitations are tracked.

Digital engagement is compared against physical attendance.

Resources are connected to results.

Over 52 weeks, patterns emerge that no annual report could reveal.

There is a further reason urgency is warranted.

Absence compounds. A generation that does not attend rarely produces a generation that does.

Each year of inaction therefore raises the cost of the eventual response.

This is not a counsel of despair. Khachkar Studios' position is the opposite.

Communities that measure honestly, benchmark rigorously, and act quickly can change outcomes that appear fixed.

The Armenian people have demonstrated exactly that capacity across centuries of grave threats.

What is required now is the willingness to apply the same seriousness to management that the community has always applied to survival.

Transparency establishes the facts.

Accountability ensures someone owns them.

Performance determines whether the response is working.

And weekly reporting ensures the answer arrives while it can still influence the outcome.

97.2% and 99.3% are the mathematics of the present.

Whether they become the mathematics of the future is a decision this generation is making now, week by week.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://zartonkmedia.com/2026/09/22/the-mathematics-of-survival-for-armenian-christianity/>

3. The Armenian Report: What Happens in 20 Years to U.S. Armenian Churches? The Question Weekly Measurement Can Answer



Most decisions facing Armenian churches today will be judged by a generation that is not yet in the pews.

That is what makes current attendance numbers so consequential.

Today only about 7 in 1,000 young Armenian-American women attend an Armenian church on a typical non-holiday Sunday. The immediate concern is today's attendance. The greater concern is what that 0.7% could mean 10, 20, or 30 years from now.

Churches cannot wait until another generation has passed to discover whether today's model worked. Weekly measurement allows the community to learn now, change now, and hold itself accountable now.

Khachkar Studios has built its weekly Transparency, Accountability, and Performance framework – T•A•P – around that principle.

Consider how long a traditional feedback cycle actually takes.

A church adopts a new approach. Results are discussed at the end of the year, maybe. Adjustments follow the year after that, maybe. Meaningful evidence of success or failure may take three to five years to accumulate, if ever.

For a challenge measured in generations, that timetable is far too slow.

Weekly measurement compresses it dramatically.

How many people attended this week? How many were young? How many invitations were extended? How much outreach occurred beyond church property? What did digital engagement look like, and did any of it convert into attendance?

Those questions can be answered in days rather than years.

The consequence is that a strategy failing quietly can be identified quickly, and a strategy working modestly can be expanded before the opportunity passes.

Twenty years is not an abstraction in this context. It is roughly one generation of Armenian family formation, baptisms, Sunday schools, weddings, and the transmission of Christian faith from parents to children.

A community that is largely absent from church during those two decades does not simply produce lower attendance. It produces fewer people prepared to carry the faith forward at all.

That is why Khachkar Studios treats participation among the young as the leading indicator of Armenian Christian vitality.



Buildings can be maintained. Endowments can be preserved. Traditions can be documented.

None of those guarantee a congregation in 2046.

Weekly T•A•P makes the trajectory visible while it can still be changed.

Transparency shows where participation stands.

Accountability establishes who is responsible for improving it.

Performance determines whether the actions taken are producing measurable results.

Repeat that cycle 52 times a year, across 26 pilots, and the Armenian community acquires something it has rarely had: current, comparable, honest information about its own revitalization efforts.

The alternative is to continue managing on impressions and to discover the outcome only when it can no longer be reversed.

Twenty years from now, the Armenian Church in America will be whatever this generation's decisions produced.

Weekly measurement will not make those decisions.

It will ensure they are made with evidence, in time to matter.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://www.thearmenianreport.com/post/what-happens-in-20-years-to-u-s-armenian-churches-the-question-weekly-measurement-can-answer>

4. Asbarez: Manna From Heaven: Bringing Transparency to Armenian Church Revitalization

Asbarez

For a community searching for answers to declining Armenian church attendance, better information will feel like manna from heaven.

Armenian churches face a difficult generational challenge. Khachkar Studios' research has focused attention on low non-holiday weekly attendance, limited participation among important demographic groups, and a need for substantially greater transparency around the activities intended to reverse those trends.

Only 7 of every 1,000 young Armenian-American women are attending an Armenian church on a typical non-holiday Sunday. That leaves 993 of 1,000 outside the pews.

Without major change, America will become home to Armenian church buildings without a next generation of Armenian Faithful to fill them. The numbers say the time for major change is now, not 10 or 20 years from now.

The question is no longer simply whether the challenge exists.

The question is what to do about it.

Khachkar Studios research clearly shows that one answer begins with radical transparency: measure the most important indicators of Armenian church revitalization every week and make those numbers available for leaders and communities to learn from.

Transparency, however, is only the beginning.

Khachkar Studios calls its framework T•A•P – Transparency, Accountability, and Performance.

Transparency shows what is happening.

Accountability asks who is responsible for improving it.

Performance measures whether the work is producing results.

Together, the three principles create a management framework designed to replace assumptions with evidence and complacency with continuous improvement.

Consider something as basic as outreach. An Armenian church may sincerely believe it is reaching its community. Weekly measurement can ask more precise questions: How many off-site outreach visits actually occurred? How many invitations were extended? How many people engaged with church messages? How many subsequently attended?

The answers can be uncomfortable. They can also be liberating.

When performance is visible, a disappointing week is not a verdict. It is information. Leaders can identify what did not work, change course, and measure again the following



week. Likewise, when an initiative produces exceptional results, the community can recognize it quickly and attempt to replicate it.

There is also a deeply Biblical dimension to stewardship. Armenian churches are entrusted with people, financial resources, institutions, traditions, and opportunities to spread the Good News. Measuring whether those resources are being used effectively does not conflict with faith. It can demonstrate respect for the responsibility that accompanies them.

Khachkar Studios' weekly T•A•P initiative therefore represents more than another set of numbers.

It shows that declining attendance is not destiny.

For Armenian communities that have spent decades wondering what can reverse that decline, transparent weekly evidence of what works will indeed seem like manna from heaven.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://asbarez.com/manna-from-heaven-bringing-transparency-to-armenian-church-revitalization/>

5. Armenian Weekly: What if Armenian churches managed performance every week?

Imagine running a major organization without knowing, week by week, whether the people you are trying to serve are actually showing up.

For Armenian churches, that is both the historical and current state of affairs.

Khachkar Studios is challenging that model by bringing weekly performance management to Armenian church revitalization through Transparency, Accountability and Performance (T•A•P).

The premise is simple: an organization cannot effectively manage what it does not consistently measure.

Armenian churches have traditionally relied on measures such as annual budgets, membership rolls, donations and Easter-Christmas attendance estimates. Those numbers can be useful, but they provide only a partial picture of organizational health – and often arrive too late to influence what happens next Sunday.

Weekly management creates a fundamentally different rhythm.

How many people attended? How many were young? How much outreach occurred beyond church property? How many people received an invitation to attend? What digital content reached the community? Which initiatives produced measurable engagement? How efficiently were financial resources converted into results?

Those questions turn Armenian church revitalization from an abstract aspiration into something that can be observed and managed.

The need is particularly significant within Armenian Christianity. Khachkar Studios' benchmarking has identified the Armenian churches as performing near the bottom of comparable religious groups on important participation measures. That makes incremental thinking inadequate to the scale of the challenge.

The number 0.7% can look abstract. Its human meaning is startling: out of 1,000 young Armenian-American women, approximately 993 are not in an Armenian church on a typical non-holiday Sunday.

If this continues generation after generation, today's empty seats become tomorrow's empty churches. An Armenian community confronting 0.7% participation cannot treat the status quo as an acceptable strategy.

World-class organizations do not respond to serious underperformance by measuring less. They measure more intelligently, establish accountability, benchmark against stronger performers and act on what the numbers reveal.

Khachkar Studios research shows that Armenian churches can benefit from the same discipline without compromising their spiritual mission.



Indeed, measurement can serve the mission.

Every attendance number represents a person. Every outreach visit represents an opportunity for human connection. Every invitation represents the possibility that someone who has drifted away from church might return.

Weekly T•A•P therefore is not about turning churches into corporations. It is about giving Armenian church leaders and communities better information with which to pursue their mission.

Faith cannot be reduced to a spreadsheet. But whether efforts to bring people back to church are working can – and should – be measured.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://armenianweekly.com/2026/09/22/what-if-armenian-churches-managed-performance-every-week/>

6. Public Radio of Armenia: 993 missing: The number Armenian churches cannot ignore



Imagine 1,000 young Armenian-American women standing together.

On a typical non-holiday Sunday, only about seven of them would be attending an Armenian church.

Approximately 993 would not.

That single image captures one of the most important challenges facing Armenian Christianity in America.

For generations, Armenian communities have invested enormous financial and human resources in churches, schools, cultural institutions, buildings, programs, and events. These institutions represent extraordinary accomplishments by generations determined to preserve their Christian faith and Armenian identity.

But preservation of institutions is not the same as participation in them.

Khachkar Studios' research brings renewed attention to this distinction through its weekly Transparency, Accountability, and Performance framework – T•A•P.

The objective is not simply to ask whether Armenian churches remain open, whether budgets balance, or whether traditional programs continue.

The more important question is whether Armenians – particularly the next generation – are actually walking through church doors.

That question can and should be measured every week.

Weekly measurement changes the conversation because it converts general impressions about church participation into observable results.

How many people attended? How many were young? How many people were personally invited? How much outreach occurred outside church property? Which initiatives resulted in new attendance? Which did not?

Answers to these questions allow Armenian church leaders to learn while there is still time to act.

This is particularly important when the starting numbers are extraordinarily low.

Imagine 1,000 young Armenian-American women standing together. On a typical non-holiday Sunday, only about 7 would be attending an Armenian church. Approximately 993 would not.

That picture makes the challenge difficult to dismiss. The objective cannot simply be preserving institutions built by previous generations. It must be bringing a new generation into those institutions while there is still time.



Weekly T•A•P provides a way to determine whether that is happening.

Transparency makes participation visible. Accountability asks who is responsible for improving it. Performance determines whether activities and resources are producing measurable results.

None of these measures diminish the spiritual mission of the Armenian Church.

They help determine whether that mission is reaching people.

A church can possess a magnificent sanctuary, substantial assets, centuries of tradition, and dedicated leadership. But the future of Armenian Christianity ultimately depends upon people embracing and transmitting the faith.

That is why the 993 matter.

Each represents someone who might be reached, personally invited, welcomed, and ultimately become part of the Armenian Christian community.

The institutions previous generations built are an extraordinary inheritance.

The management challenge of this generation is filling them.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://en.armradio.am/2026/09/25/993-missing-the-number-armenian-churches-cannot-ignore/>

7. Aravot: Incremental Change Will Not Suffice for Armenian Church Revitalization



Organizations facing modest challenges can often succeed through modest improvements.

The numbers confronting Armenian Christianity in America suggest a different situation.

Khachkar Studios' research shows that only approximately 2.8% of U.S. Armenians attend an Armenian church on a typical non-holiday Sunday. Among young Armenian-American women, participation is approximately 0.7%.

Numbers at that level change the management question.

The question is no longer simply how existing activities can be improved at the margins.

It is what level of change is proportionate to the scale of the challenge.

Khachkar Studios' response combines Biblical inspiration with world-class benchmarking, management excellence, and weekly Transparency, Accountability, and Performance – T•A•P.

Benchmarking is particularly important.

Organizations cannot know what constitutes strong performance merely by comparing this year with last year. They also need to understand what others have demonstrated is possible.

That can expose the difference between improvement and excellence.

Transparency then establishes the factual starting point.

Accountability identifies responsibility for change.

Performance determines whether the actions taken are actually moving the numbers.

And weekly measurement dramatically accelerates the process.

Instead of allowing ineffective approaches to continue for years, Armenian churches can identify underperformance quickly, test alternatives, and measure again.

The attendance numbers explain why such urgency is warranted.

When 97.2% of U.S. Armenians are absent from an Armenian church on a typical non-holiday Sunday, incremental change alone cannot answer the scale of the challenge. Among young Armenian-American women, absence is approximately 99.3%.

Those numbers call for major changes grounded in Biblical inspiration, world-class benchmarking, disciplined management, and relentless measurement of results. The question each week should be simple: Did more people come?

That question provides an important discipline.



Churches undertake many worthy activities. They preserve traditions, maintain buildings, organize events, educate children, serve communities, and sustain institutions inherited from previous generations.

But when the objective is revitalization, activity alone cannot establish success.

Results matter.

Did outreach reach people beyond those already participating?

Did communications generate engagement?

Did personal invitations bring someone through the door?

Did young people attend and return?

Did resources produce measurable mission impact?

Weekly T•A•P makes those questions unavoidable.

It also makes extraordinary improvement possible because learning occurs faster. The challenge facing Armenian Christianity did not develop in a single week, and it will not be solved in one.

But every week provides another opportunity to reject incrementalism, test major change, measure the result, and improve again.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://en.aravot.am/2026/09/22/379262/>

8. Massis Post: A 4X Generational Gap: The Arithmetic Armenian Churches Must Confront



Two numbers describe the challenge facing Armenian Christianity in America. One is low. The other is far lower.

Approximately 2.8% of U.S. Armenians attend an Armenian church on a typical non-holiday Sunday. Among young Armenian-American women, weekly participation is approximately 0.7%.

The distance between those two figures may be the single most important management fact in Armenian church revitalization.

Khachkar Studios calls it a generational gap, and it measures roughly four times.

A community can absorb a low participation rate for a period of time. What it cannot absorb is a participation rate that falls with each succeeding generation.

That is one reason Khachkar Studios has introduced weekly Transparency, Accountability, and Performance – T•A•P – across its Armenian church revitalization work.

Weekly measurement does not create the gap. It makes the gap impossible to overlook.

Young Armenian-American women's weekly participation of approximately 0.7% is only one-quarter of the already low 2.8% rate for U.S. Armenians overall. That is approximately a 4X generational participation gap.

If today's young generation participates at dramatically lower rates than the population it will eventually replace, simple demographic arithmetic becomes unforgiving. Major change is required before that gap becomes permanent.

Demographic arithmetic is patient but unsentimental.

Every congregation eventually becomes the generation that follows it. If that generation participates at one-quarter the rate of the one before it, the outcome is not a forecast. It is a calculation.

The question is therefore not whether the gap exists. Khachkar Studios research has measured it.

The question is what Armenian churches intend to do about it, and how quickly they intend to know whether their actions are working.

Weekly T•A•P is built for precisely that question.

Transparency establishes the starting numbers, including participation among the young.

Accountability assigns responsibility for closing the gap rather than merely describing it.

Performance asks whether this week's outreach, invitations, communications, and programming actually brought more young Armenians through the door.



Those measures can be reported every week, for every pilot, across the entire initiative.

The value of weekly reporting is the speed of learning it creates.

A church experimenting with a new approach to reaching young Armenians does not need to wait for an annual review to discover whether anyone responded.

It can see the result the following Sunday. Then adjust. Then measure again.

Over a year, that produces roughly 52 opportunities to improve rather than one opportunity to explain.

None of this reduces faith to arithmetic.

Faith is formed through worship, family, community, teaching, and personal invitation. No spreadsheet creates it.

But a 4X generational gap is not a spiritual mystery. It is a measurable outcome that can be managed and reversed.

The young Armenians absent from church on an ordinary Sunday are not statistics. They are the Armenian Church of 2050.

Closing the gap is therefore not one priority among many.

It is the priority that determines whether the other priorities still matter in a generation.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://massispost.com/2026/09/a-4x-generational-gap-the-arithmetic-armenian-churches-must-confront/>

9. Oragark: 28 Versus 7: The Gap Armenian Churches Can Close



Benchmarking begins with a simple question: compared with what?

For Armenian church revitalization, one of the most useful comparisons is internal.

If young Armenian-American women attended at the same 2.8% rate as U.S.

Armenians overall, approximately 28 of every 1,000 would attend each week. Today the number is approximately 7.

Closing even that gap would mean roughly 4X as many young women in church.

Reaching beyond it will require churches to rethink outreach, invitations, programming, communications, and the priority given to the young.

That comparison is instructive because it sets aside excuses.

The 2.8% overall rate is not an ambitious external benchmark drawn from a different community or a different faith tradition. It is the Armenian community's own current performance.

Young Armenian-American women are participating at roughly one-quarter of that already modest level.

Khachkar Studios' weekly Transparency, Accountability, and Performance framework – T•A•P – is designed to make that kind of comparison routine rather than occasional.

Weekly reporting allows churches to compare themselves against their own prior weeks, against peer pilots, and against the participation rates of the wider Armenian population.

Comparison creates useful pressure.

When one pilot demonstrates that sustained personal invitation increases young attendance, the result is no longer anecdotal. It becomes evidence available to every other pilot.

When another pilot invests heavily in an initiative that produces no measurable change, that too becomes information the community can act upon.

This is how world-class organizations improve. They measure, they compare, they identify what actually works, and they replicate it quickly.

Armenian churches have rarely had access to that kind of comparative information about revitalization.

Weekly T•A•P changes the availability of evidence.

Transparency publishes the numbers.



Accountability names the people responsible for improving them.

Performance tests whether the chosen approach produced results.

Moving from 7 to 28 would not solve every challenge facing Armenian Christianity. It would still leave 972 of every 1,000 young Armenian-American women outside the church on an ordinary Sunday.

But it would represent something the Armenian community has not seen in a generation: measurable, sustained, verifiable progress among the young.

Progress of that scale does not arrive through a single initiative.

It arrives through many churches, many weeks, many invitations, and continuous learning about which efforts actually bring people through the door.

The 21 young women who separate 7 from 28 are not a rounding error.

They are families, future parishioners, future donors, future Sunday school teachers, and future parents of Armenian Christian children.

Khachkar Studios' position is straightforward: if the community can measure that gap every week, it can manage it, and if it can manage it, it can close it.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://www.oragark.com/28-versus-7-the-gap-armenian-churches-can-close/>

10. The California Courier: Empty Armenian Churches Are Measurable – and So Is Armenian Revitalization



An empty Armenian church can be seen.

Khachkar Studios believes it should also be measured.

Discussions about declining religious participation can easily become anecdotal.

One person remembers a crowded Armenian church decades ago. Another points to a successful holiday service. Another cites a well-attended community event.

Each observation may be accurate.

None substitutes for systematic measurement.

Khachkar Studios' weekly Transparency, Accountability, and Performance framework – T•A•P – is designed to create a shared factual foundation for Armenian church revitalization.

The premise is straightforward.

If Armenian non-holiday Sunday church attendance matters, count it.

If reaching young adults matters, measure their participation.

If outreach matters, record it.

If invitations matter, track them.

If financial and human resources are being devoted to revitalization, connect those resources wherever possible to measurable results.

Weekly measurement turns broad aspirations into management information.

It also helps distinguish between exceptional occasions and sustained change.

A crowded Easter or Christmas service may demonstrate that a large Armenian community remains connected to the church in some way. But revitalization requires understanding what happens on an ordinary Sunday.

That is where Khachkar Studios' attendance research becomes particularly important.

Empty pews are not merely an impression. Approximately 2.8% of U.S. Armenians attend an Armenian church on a non-holiday Sunday; among young Armenian-American women, the figure is only 0.7%.

The future of the Armenian Church will ultimately be determined by people, not percentages. But these percentages tell us how many people are missing—and why reversing the decline must become an immediate priority.

Measurement alone, of course, will not fill a church.

What it can do is reveal whether efforts to fill it are working.

Suppose attendance rises following sustained personal outreach. Weekly information can identify the change.

Suppose digital engagement increases dramatically but physical attendance does not. That distinction becomes visible.

Suppose substantial financial resources are committed to a program but participation remains unchanged. Leaders gain information that can guide the next decision.

That is where transparency becomes accountability and accountability becomes performance.

The process is continuous.

Measure. Learn. Adjust. Measure again.

Over time, weekly information can establish patterns strong enough to distinguish genuine revitalization from temporary fluctuations.

It can also change expectations.

Once an Armenian community knows that attendance can be measured every week, persistent empty pews become harder to explain away – and genuine progress becomes easier to recognize and replicate.

The objective is not better statistics.

It is fuller churches.

And if empty churches can be measured, so can the progress toward filling them.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://www.thecaliforniacourier.com/california-courier-empty-armenian-churches-are-measurable-and-so-is-armenian-revitalization/>



11. Tert Am: The Most Important Seven: Why Small Numbers Can Produce Big Change for Armenian Churches



Seven can look like a discouraging number. It can also represent an extraordinary opportunity.

Khachkar Studios' research estimates that of every 1,000 young Armenian-American women, only approximately seven attend an Armenian church on a typical non-holiday Sunday.

The immediate reaction to such a low starting point might be resignation. Khachkar Studios believes the better response is measurable action.

When participation begins at an exceptionally low level, reaching even a relatively small number of additional people can produce substantial percentage improvement.

That is one reason weekly Transparency, Accountability, and Performance – T•A•P – can become particularly valuable for Armenian church revitalization.

Instead of waiting years to determine whether broad strategies are succeeding, Armenian church leaders can observe whether specific actions produce specific results.

Suppose a church begins personal outreach to young Armenians in its community. How many people were contacted? How many received a personal invitation? How many responded? How many attended? How many returned the following week?

Those numbers create a chain connecting activity to results. They also make improvement visible.

Of every 1,000 young Armenian-American women, approximately 7 currently attend an Armenian church on a non-holiday Sunday. Each additional young woman reached therefore matters.

If 7 becomes 14, attendance doubles. If 7 becomes 28, it quadruples. The starting number is painfully small, but precisely because it is so small, measurable change is possible—and should be demanded.

This changes the way the challenge can be viewed. The objective is enormous: revitalizing Armenian Christianity and substantially increasing participation among a generation largely absent from Armenian churches.

But progress occurs person by person. One invitation. One visit. One young woman returning. One family bringing another family. One successful outreach initiative replicated by another church.

Weekly measurement captures those small changes before they disappear into annual statistics.

It can also identify where progress is not occurring. Transparency reveals the result. Accountability establishes responsibility for improving it. Performance asks whether the



strategy actually worked. This approach does not suggest that a person's faith can be represented by a number.

It recognizes instead that every number represents a person. That distinction is essential. The goal is not moving a percentage on a spreadsheet. The goal is bringing more people into an Armenian Christian community and helping create a new generation of Faithful.

Seven is therefore both a warning and a starting point. The next question is whether seven becomes eight, 14, 28, and eventually many more.

With weekly T•A•P, the Armenian community does not have to wait years to find out. It can start finding out next Sunday.

Speaking truth to power, Biblically inspired, world-class benchmarking and management excellence bring Transparency, Accountability, and Performance (T•A•P) to a power structure that has failed Armenian Christians for generations.

<https://tert.am/en/news/2026/09/22/Khachkar-studio/4284581>

12. **Noyan Tapan: Every Sunday Matters: 52 Chances a Year to Change the Trajectory of Armenian Church Attendance**



Armenian church revitalization is often discussed in long horizons: a generation, a decade, a five-year plan.

Khachkar Studios proposes a shorter unit of measurement.

Every Sunday.

There are approximately 52 Sundays every year. Yet on a typical non-holiday Sunday, only about 2.8% of U.S. Armenians are attending an Armenian church, falling to 0.7% among young Armenian-American women.

That means every Sunday is another opportunity to change the trajectory. Churches do not need to wait for next year's statistics: attendance can be measured next Sunday, outreach improved the Sunday after that, and results continuously managed.

Weekly Transparency, Accountability, and Performance – T•A•P – is built on that rhythm.

An annual plan produces one meaningful review each year, maybe. A weekly discipline produces 52.

Each one is a complete cycle: act, observe, learn, adjust.

The practical implications are considerable.

A church that begins telephoning inactive families on Tuesday can see whether anyone attended by Sunday.

A parish that shifts its digital outreach toward younger audiences can compare engagement and attendance within the same week.

A pilot that introduces a welcoming program for newcomers can measure whether first-time visitors returned seven days later.

None of that requires new theology. It requires new management habits.

It also changes how success is defined.

Holiday attendance has long served as the community's informal scoreboard. Easter and Christmas fill churches and reassure everyone that the institution remains strong.

An ordinary Sunday tells a more honest story.

It reveals whether Armenian Christianity is part of weekly life or reserved for the calendar's largest occasions.

That is why Khachkar Studios measures non-holiday attendance specifically.



Transparency records what happened this Sunday.

Accountability establishes who is working to improve next Sunday.

Performance determines whether the effort produced more people in the pews.

Fifty-two times a year, across 26 pilots, that produces a volume of evidence the Armenian community has never previously assembled about its own revitalization work.

Progress will not be uniform. Some Sundays will disappoint. Some initiatives will fail outright.

But a disappointing Sunday measured is far more valuable than a disappointing year unexamined.

The next opportunity is always seven days away.

An Armenian community that treats every Sunday as a measurable opportunity will see the impact of their work immediately.

Each week they will know whether they are moving in the right direction, and that knowledge is where revitalization begins.

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<https://nt.am/en/news/360452/>

13. A1plus.am: From 0.7% to 1.4%: What Doubling Would Actually Require



Doubling sounds dramatic. In this case, it is arithmetic.

Moving young Armenian-American women's attendance from 0.7% to 1.4% would represent a 100% increase. Moving from 0.7% to 2.8% would represent a 4X increase.

Those are ambitious numbers, but the alternative is accepting 7 in 1,000 as normal. The purpose of weekly measurement is to replace acceptance of underperformance with a culture of continuous, measurable improvement.

Consider what doubling would actually require in practice.

In a community of 1,000 young Armenian-American women, it means reaching seven additional people and keeping them.

Seven invitations that were accepted. Seven welcomes that felt genuine. Seven reasons to return the following week.

Stated that way, the objective stops sounding abstract and starts sounding operational.

This is where Khachkar Studios' weekly Transparency, Accountability, and Performance framework – T•A•P – becomes practical rather than theoretical.

Weekly reporting breaks an intimidating percentage into countable actions.

How many young Armenians were contacted this week? How many received a personal invitation rather than a general announcement? How many attended? How many attended again?

Each of those questions has an answer, and each answer can improve.

Percentage targets fail when no one can see the path to them. They succeed when the path is measured weekly and adjusted continuously.

There is also an important psychological effect.

A 0.7% participation rate can feel immovable. Seven additional young women in a community does not.

Doubling a very small number is achievable in ways that doubling a large number is not, and that is a genuine advantage of starting from a low base.

The discipline required is honesty about results.

Some weeks will show no change. Some initiatives will consume effort and produce nothing measurable. Weekly transparency records both outcomes rather than quietly setting them aside.

Accountability then asks a direct question: what will be done differently next week?

Performance answers it seven days later.

Khachkar Studios is applying that cycle across 26 pilots, which means the community is not dependent on any single congregation's experience.

When one pilot doubles young attendance, the methods that produced the result become visible to every other pilot immediately.

That is how a local success becomes a community-wide practice.

Doubling to 1.4% would still leave 986 of every 1,000 young Armenian-American women outside the church on an ordinary Sunday.

No one should mistake it for victory.

But it would prove something the Armenian community urgently needs to know: that the trend can be reversed at all.

The first doubling is the one that changes what people believe is possible.

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<https://a1plus.am/en/article/507488>

14. PanArmenian.Net: From a dream to a weekly discipline for Armenian Churches



What if Armenian church leaders could see, every week, whether their revitalization efforts were working?

Until recently, the breadth of weekly transparency envisioned by Khachkar Studios might have seemed too visionary.

Armenian church performance information is often fragmented. Attendance is not counted except on Easter or Christmas. Outreach activity is not systematically measured. Digital engagement exists separately from physical attendance. Financial information operates on an entirely different reporting timetable.

Khachkar Studios brings those pieces together through weekly Transparency, Accountability, and Performance – T•A•P.

The change is simple: report important numbers every week.

Its implications are even much larger.

A weekly reporting cycle dramatically shortens the distance between action and learning.

Suppose an Armenian church launches a new outreach initiative. Under a traditional approach, Armenian leaders might wait months before formally assessing its effectiveness. Under weekly T•A•P, early indicators can become visible almost immediately.

Did outreach increase? Did invitations reach more people? Did digital engagement change? Most importantly, did more people actually come to church?

The following week provides another observation. Then another.

Over time, those observations create something enormously valuable: organizational intelligence.

Patterns emerge. Armenian leaders can distinguish isolated events from sustained changes. Successful practices can be identified and expanded. Activities producing little impact can be reconsidered. Communities can debate strategy using shared evidence rather than competing impressions.

That is why weekly transparency is much more than frequent reporting.

It creates a management system.

For Khachkar Studios, this is particularly important because the objective is ambitious: revitalizing Armenian Christianity and substantially increasing participation rather than merely managing decline.



Weekly participation among young Armenian-American women is approximately 0.7%, compared with approximately ****2.8%**** across U.S. Armenians overall. The young-women rate is therefore only one-quarter of an already exceptionally low overall rate.

That is why ordinary improvement is not enough. If the Armenian Church wants a thriving next generation, 7 in 1,000 cannot remain the accepted starting point year after year.

An ambitious objective requires an equally ambitious ability to determine whether progress is occurring.

There is another benefit. Public transparency raises expectations.

When organizations disclose important performance numbers consistently, everyone can see both progress and shortcomings. Success becomes harder to exaggerate, while underperformance becomes harder to ignore.

That can be uncomfortable.

It can also be transformative.

What once might have seemed like an unrealistic vision – extensive, systematic weekly transparency across Armenian church revitalization metrics – can become routine.

And once transparency becomes routine, accountability can follow.

Then performance can improve.

The ultimate achievement of weekly T•A•P will not be the production of more numbers. It will be using those numbers to help bring more people back to Armenian churches.

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<https://www.pan.am/en/625420>



15. Arminfo: Young Women Must Become Priority No.1 for Armenian Churches



Arminfo. Every organization claims that the next generation matters. Few can demonstrate it with numbers. Only 7 in 1,000 young Armenian-American women attend an Armenian church on a non-holiday Sunday. Overall U.S. Armenian attendance is approximately 4 times higher, yet still only 2.8%. If the Armenian Christian faith is to flourish for another generation, reaching the young cannot remain a secondary initiative competing for attention with dozens of other activities. 0.7% argues for making it a number-one priority.

Priority is revealed by allocation, not by statement.

Where does the budget go? Where does clergy time go? Which committees meet most often? Which programs receive the most volunteer hours and the most sustained attention?

Khachkar Studios' weekly Transparency, Accountability, and Performance framework – T•A•P – makes those allocations and their results visible.

That visibility is uncomfortable by design.

A church can describe youth engagement as its highest priority while devoting the overwhelming majority of its resources to maintenance, administration, and events attended largely by those already participating.

Weekly reporting exposes the difference between stated priority and actual priority.

It also allows the community to test what actually reaches young Armenians.

Does a personal invitation from a peer outperform a parish-wide announcement? Does a weekday gathering bring more young people than a Sunday program? Does digital outreach convert into physical attendance, or only into engagement metrics?

These are answerable questions. They have simply not been asked, and not asked weekly.

Making the young priority No. 1 does not mean neglecting older parishioners who have sustained Armenian churches for decades.

It means recognizing that they are not the constituency at risk of disappearing.

A congregation that is faithful, generous, and ageing is not a stable institution. It is an institution with a defined horizon.

The 4X difference between overall attendance and young women's attendance is the clearest warning the data provides.

It says that whatever is currently working, however modestly, is working far less well for the people the Armenian Church most needs.

Weekly T•A•P is designed to turn that warning into managed action.



Transparency reports participation by age, not only in total.

Accountability assigns responsibility for improving the young adult cohorts specifically.

Performance asks whether more young Armenians adults attended this week than last.

Over 26 pilots and 52 weeks, that produces a body of evidence about young adult engagement that no Armenian institution has previously held.

The community can then direct resources toward what demonstrably works.

Priority No. 1 is not a slogan.

It is a measurable commitment, and beginning now, it can be measured every week.

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https://arminfo.info/full_news.php?id=104369&lang=3