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# SOURCES OF DEVELOPMENTAL SUPERVISION AND THEIR INFLUENCE ON LONG-TERM HEALTH AND MISSIONAL PRODUCTIVITY WITHIN NEW CHURCHES OF THE NAZARENE

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ON LONG-TERM HEALTH AND MISSIONAL PRODUCTIVITY WITHIN  
NEW CHURCHES OF THE NAZARENE

by

Michael P. Morris

Dissertation

Submitted to the Faculty of

Olivet Nazarene University

School of Graduate and Continuing Studies

in Partial Fulfillment of the Requirements for

the Degree of

Doctor of Education

in

Ethical Leadership

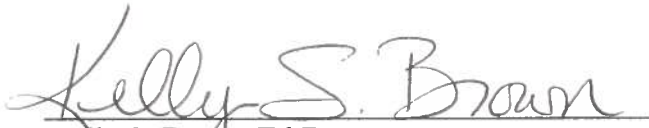
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by

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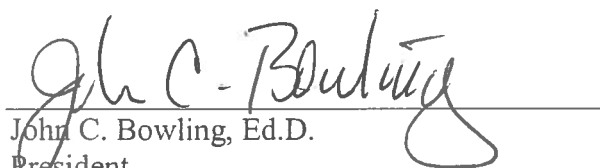
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## DEDICATION

The Bride of Christ

## ABSTRACT

The researcher theorized that the long-term health and missional productivity of new Churches of the Nazarene were influenced by the source of developmental supervision they received. The purpose of this study was to inform denominational leaders as they seek the best practices possible in the establishing of new churches. The results of this study were intended to be generalized to all denominations that will be establishing new churches. The study focused on the 360 Churches of the Nazarene that were started between January 1, 2002 and December 31, 2004. Archival reports that were mailed to all 73 Nazarene district superintendents in the United States identified half (180) of the 360 churches were from Nazarene developmental sources and the other half (180) were from third-party developmental sources. Data was collected regarding five dependent variables (DV) that produced descriptive statistics then used to conduct a 5 x 5 pairwise comparison to determine relationships. The data was then disaggregated into either Nazarene or third-party. The first three DV that reflected long-term health were examined using a two-way chi-square analysis of independence. The last two DV that reflected missional productivity were examined using an independent samples t-test. The research findings revealed that there was a large correlation between four variables. Furthermore, data revealed sources of developmental supervision from within the denomination were significantly more effective in four out of the five DV, producing stronger and more viable churches than external third-party sources. The research results provide valuable information to church leaders seeking to fulfill the mission of the church.

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## CHAPTER I

### INTRODUCTION

The current state of the Christian church in America is raising concern over its long-term viability. Olson (2008) said, “In reality the church in America is not booming. It is in crisis. On any given Sunday, the vast majority of Americans are absent from churches” (p. 16). What Olson discovered is that despite a steady increase in the American population, the church continues to remain static in its attendance.

With estimates of 350,000 churches in America and perceptions held by many people that *there's a church on every corner*, it can be difficult to sufficiently convey the staggering decline in actual participation rates of Americans in local churches. The American population grew dramatically from 1990 to 2006. The population increase was reached as a result of 68,510,978 births and 22,873,578 immigrants – for a total of 91,384,556 new people. There were 39,611,000 deaths during this period, resulting in a net population increase of 51,773,556 (Olson, 2008).

Olson (2008) calculated that in 1990, 52 million people attended worship services in local churches across America. In 2006 the number of people attending local churches remained essentially unchanged. Considering the net population increase in America between 1990 and 2006, and the unchanged level of church attendance, a 3% decline in the attendance rate has formed. As population growth continues and church attendance remains static, the unchurched population will continue to increase.

A similar trend was evident in the number of churches available to the American population. More specifically, the number of churches that were being closed in contrast to the number of new churches that were being started was not keeping up with the rate of population increase in America. Olson (2008) pointed out that if the average attendance in all local churches in America were to remain the same, and the number of churches that were available was to keep up with population growth, there needed to be a yearly net gain of 3,205 churches. Considering there was a net increase of 303 churches between 1990 and 2006, there needed to be 2,902 more churches started every year in order to keep up with population growth.

The researcher is a pastor in a Midwestern Church of the Nazarene. The researcher previously served the Church of the Nazarene as a district church development director in Eastern Michigan and as a member of the NewStart Taskforce at the denomination's world headquarters in Lenexa, Kansas. Primary responsibilities in both positions centered on advising the denomination in starting new churches.

The researcher's concern was how well new Nazarene Churches would function based on the primary source of developmental supervision provided. Would new churches that were developmentally supervised by sources from within the Church of the Nazarene produce strong, healthy churches? Or, would new churches that were developmentally supervised by non-Nazarene third-party organizations be stronger and healthier? Although there was plentiful data that revealed long-term performance of churches started in the Church of the Nazarene, there does not appear to be any research conducted on the long-term performance of new churches based on the source of their developmental supervision through the initial years (Church of the Nazarene, 2013).

In 2015 the Church of the Nazarene reported 4,507 organized churches in the United States with an attendance of 463,952. Over the decade preceding 2015, the patterns in attendance and number of churches were similar to declining national trends.

It would seem logical that in order to reverse current attendance trends in the Christian church in America, starting greater numbers of new churches would eventually correct the decline and lead to growth that exceeds the growing population. While there is truth in this theory, it does not take into consideration the organizational and spiritual health of the churches that are being started. Starting new churches for the sake of statistical growth or organizational survival may prove to be a part of the cause for the decline of the Christian church in America.

As the Christian church in America declined over the last two decades there was an increase in the number of third-party church development agencies and companies that specialized in church development consulting. The consulting services of many of these third-party agencies were secured by denominations and other judicatory entities. In many cases the consulting services were for the purpose of starting new churches. Typical consultation options offered by third-party agencies included such services as: assessment of potential new church leaders, supervision in drafting new church ministry plans, church planting training conferences, and ongoing coaching in the implementation of ministry plans.

### Statement of the Problem

The purpose of this current research study was to examine the relationship between the source of a church's developmental supervision and its long-term health and missional productivity. The study was accomplished by comparing two groups of new

Churches of the Nazarene: one group of churches that were supervised through their developmental period of startup by sources from within the Church of the Nazarene denomination, and the other group of new churches that were supervised by third-party church development agencies that were independent from the Church of the Nazarene.

After the 360 new churches in the study were identified, five dependent variables were used to measure each church's long-term health and missional productivity. The long-term health of each church was measured with three dependent variables, including: whether the churches were still active as defined by the Church of the Nazarene after 10 years, whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years, and whether the churches became financially self-supporting within their first five years. The missional productivity of each church was measured with two dependent variables, including: the percentage of denominational allocations that were paid by each church within their first 10 years and the number of additional new churches sponsored by each church within their first 10 years. (Church of the Nazarene, 2013).

Olson (2008) explained the importance of new churches:

New churches have a much younger age profile than do older churches, and new churches have two to four times the conversion rate of new Christians than do older churches. New babies, new Christians, and new churches are required to keep the church species healthy and strong. (p. 124)

The severe decline in attendance appeared to be due to the number of new Churches of the Nazarene not being able to offset the number of churches being closed.



## Background

The concept of church development dates back thousands of years as the Christian faith community began to spread around the world in the first century following the earthly ministry of Jesus Christ. Most notably, the Book of Acts recorded the widespread establishment of new churches as early Christians migrated out away from Jerusalem and began multiplying new churches in the geographic locations where they settled (Acts 8:4). The Apostle Paul wrote letters to many of the new churches that were started during that time. Paul's letters became a part of the New Testament known as the Pauline Epistles.

The letters written by the Apostle Paul to the new churches that are recorded in the New Testament include: Romans, I Corinthians, II Corinthians, Galatians, Ephesians, Philippians, Colossians, I Thessalonians, II Thessalonians, I Timothy, II Timothy, Titus, and Philemon. The nature of Paul's letters were essentially encouragement to the churches' leaders and congregations to remain steadfast in their commitment to the fundamental truths of the Christian faith as detailed in the teachings of Jesus Christ. There was substantial language in the Apostle Paul's letters that gave evidence of a close relationship between him and the churches to which he wrote. For instance, in the salutation of the letter known as I Timothy, Paul wrote, "To Timothy my true son in the faith" (1 Timothy 1:2, New International Version). In the salutation of the letter to the church in Philippi, Paul wrote, "I thank my God every time I remember you" (Philippians 1:3).

The content of the Apostle Paul's letters to the churches is predominantly spiritual and suggested great concern for the relational aspects of the churches. Paul's concern is

most evident in the diversity of the letters he wrote. Paul was aware of the varying needs and personalities of the churches as he provided wisdom and guidance to each of them.

One could say Paul knew the churches as one would know people.

Long before the churches Paul wrote to came into existence, Jesus introduced the concept of the church in Matthew 16:18 when He first used the Greek word for church, *ecclesia*. In this conversation between Jesus and some of His disciples He said, “And I tell you that you are Peter, and on this rock I will build my church, and the gates of Hades will not overcome it” (Matthew 16:18). From the first usage of the Greek word *ecclesia*, the concept of the church distinguished itself from any other form of gathering in the world.

The language of the New Testament addresses the concept of the church by using the pronoun *her*. The Apostle Paul wrote in the letter to the church in Ephesus:

Husbands, love your wives, just as Christ loved the church and gave himself up for her to make her holy, cleansing her by the washing with water through the word, and to present her to himself as a radiant church, without stain or wrinkle or any other blemish, but holy and blameless. (Ephesians 5:25-27)

The Bible clearly portrays the church as more than a religious organization that functions in a modular ecclesiastical context. There is a human quality to the church that maintains a capacity for relational engagement.

Since the first century, most new churches were started with a similar approach to those the Apostle Paul addressed in the New Testament. A spiritually established individual, or group of individuals, would emerge from within the community of faith and proceed to establish a new community of faith in a separate location usually for the

purposes of geographic convenience to those who would attend the new church and in order to reach new converts to the Christian faith. The new church would maintain the same fundamental tenants and doctrines as the church of origin. In most cases, the newly formed church and the church of origin would maintain an ongoing relationship and religious affiliation, similar to a parent watching over a child. Stetzer (2003) said, “Church starting was the normal expression of New Testament missiology. Intentional church planting, under the guidance of the Holy Spirit, was the method of the early churches” (p. 47).

A great deal of contemporary church planting literature uses language to depict new church development that suggests a reproductive process that is similar to human reproduction. Olson (2008) conveyed the human qualities of the church when he said, “New babies, new Christians, and new churches are required to keep the church species healthy and strong” (p. 124). Mannoia (1994) referred to the process of training for new churches as a new church incubator, and explained its application: “The New Church Incubator provides a warm, supportive environment for planters, spouses and lay leaders. It assists in the development of new churches from conception through the first year after birth” (p. 78).

Understanding the church in its essence has human qualities logically leads to the conclusion that its original formation and early developmental years are crucial to its long-term health and missional productivity, as it is in the life of a child. When the church is viewed as having human qualities, it naturally leads to the question: does the source of primary developmental supervision throughout the formation of a new church have any influence on its long-term health and missional productivity?

In the case of foster children who are born and nurtured through their early developmental years, there is a great volume of research that revealed the source of developmental supervision has profound influence on their development and health. Benedict, Zuravin and Stallings (1996) conducted a qualitative research study of 214 children who had been in foster care as infants. Of the children examined, 86 were placed with relatives (kinship) and 128 were placed with nonrelatives (non-kinship). The researchers found that behavioral problems were reported substantially more among the children placed with nonrelatives. Benedict, et al. stated, “Children placed with kin were significantly less likely to have developmental ( $p = <.001$ ) or behavioral problems ( $p = <.02$ ) reported in the social services record as present before out-of-home care placement” (p. 534).

Denominationally maintained church development systems carry out supervision of new churches in a context of close and ongoing relationship intended to continue for the life of the new church. A denomination’s motivation for developmental success in new churches resembles the relational qualities in a kinship foster care arrangement. The relational component in the arrangement may influence the motivation of supervision leading to healthy, long-term development of new churches.

Third-party church development agencies conduct developmental supervision and consultation of new churches in a terminal arrangement. Third-party church development agencies usually perform services outlined in a contractual framework that includes remuneration at a given point in time that eventually terminates the relationship with new churches. The terminal nature of contractual agreements with new churches and

remuneration for services rendered creates a motivation of third-party church development agencies that resembles the non-kinship foster care arrangement.

The similarities that exist between church development configurations and those found in foster care arrangements create a prime context to measure the influences that best serve new churches for healthy development. If the source of developmental influence in the lives of children in foster care improves health and performance in proportion to the increase in proximity of relationship in supervision, it stands to reason that new churches would benefit more toward healthy development if primary influence is derived from sources as close in relationship as possible.

Dawson (1991) found statistically significant evidence that children who did not live with both biological parents were more likely to experience negative health and performance. The author concluded that family structure had significant influence on overall development and well-being of children.

It is apparent that many new churches are needed in the United States; however, the churches' long-term health and missional productivity is of much greater importance. The unique nature of the church including the existence of human qualities it exhibits creates challenges in the effort to conduct broad scale systematic replication. Sources of developmental supervision are profoundly important due to the similarities with early childhood development.

As the need for new churches has become apparent throughout the contemporary church community in the United States, an organizational model has emerged that specializes in the systematic replication of new churches. The organizational model is consultation-based and functions primarily as a third-party agency to denominations

providing various services in the starting of new churches. The working relationship between denominations and third-party church development agencies is most often arranged within contractual guidelines that define the services to be rendered and remuneration considerations.

The consultation-based, third-party agency model found in the church community very closely resembles the franchise model found in the business world. The franchise model offers franchisees an organizational structure that consists of business consultation and a template-style startup framework in a context of systematic replication.

Even in the context of franchised business models that carry out systematic replication, there was research that revealed personal relationship influences the success or failure of franchise ventures. Altinay and Brookes (2012) conducted a research study of two international hotel franchises with 2,956 and 450 franchisees in order to examine the importance of relationship in the development of franchises. The researchers found the stronger the personal relationship was between franchisor and franchisee before a franchising contract was entered into, the greater the chances were for successful productivity and longevity of the franchise.

### Research Questions

The study was guided by the following four research questions:

1. What is the long-term health of Churches of the Nazarene in the United States that were started between 2002 and 2004?

Descriptive statistical data originated from annual church reports submitted by all local congregations and was entered in a database maintained in the Research Department of the Global Ministry Center for the Church of the Nazarene. The specific data that was

drawn from the denominational database included three reporting categories that indicated each church's long-term health. Descriptive statistical data categories included the three dependent variables: whether the churches were still active as defined by the Church of the Nazarene after 10 years, whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years, and whether the churches became financially self-supporting within their first five years.

The churches were arranged in an Excel spreadsheet that allowed for organization of statistical data collected. Frequency counts were calculated in order to produce a perspective of the long-term health of all new Nazarene Churches started between January 1, 2002 and December 31, 2004.

2. What is the missional productivity of Churches of the Nazarene in the United States that were started between 2002 and 2004?

Descriptive statistical data originated from annual church reports submitted by all local congregations and was entered in a database maintained in the Research Department of the Global Ministry Center for the Church of the Nazarene. The specific data that was drawn from the denominational database included two reporting categories that indicated each church's missional productivity. Descriptive statistical data categories included the two dependent variables: the percentage of denominational allocations that were paid by each church within their first 10 years and the number of additional new churches sponsored by each church within their first 10 years.

The churches were arranged in an Excel spreadsheet that allowed for organization of the statistical data collected. Frequency counts were calculated in order to produce a

perspective of the missional productivity of all new Nazarene Churches started between January 1, 2002 and December 31, 2004.

3. What is the relationship between the source of new church developmental supervision and the long-term health of new Churches of the Nazarene?

H<sub>0</sub>: There is no relationship between the source of new church developmental supervision and the health of new Churches of the Nazarene.

H<sub>1</sub>: There is a relationship between the source of new church developmental supervision and the health of new Churches of the Nazarene.

The dependent variables for this research question were the three measures of church health: whether the churches were still active as defined by the Church of the Nazarene after 10 years, whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years, and whether the churches became financially self-supporting within their first five years.

The dependent variables for this research question were operationalized as frequency counts derived from *yes* and *no* responses to the three dependent variables pertaining to long-term health measures of new churches. The independent variable for this research question was whether the source of new church developmental supervision was Nazarene or a third-party.

Archival data were collected from leadership from Nazarene officials, a third-party church development agency and district superintendents through an archival data report that provided identification of sources of developmental supervision for each church. Churches were then segregated into two groups based on whether developmental



supervision was provided from within the Church of the Nazarene or from a third-party church development agency.

Once the churches were segregated into dichotomous categories, nominal data was collected on each of the three dependent variables. A two-way chi-square analysis of independence test was executed on each of the three dependent variables to determine if a relationship existed between the sources of church developmental supervision and their long-term health.

4. What is the relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene?

H<sub>0</sub>: There is no relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene.

H<sub>1</sub>: There is a relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene.

The dependent variables for this research question were the two measures of church missional productivity. The independent variable for this research question was whether the source of new church developmental supervision was Nazarene or a third-party.

Archival data were collected from leadership from Nazarene officials, a third-party church development agency and district superintendents through an archival data report that provided identification of sources of developmental supervision for each church. Churches were then segregated into two groups based on whether developmental

supervision was provided from within the Church of the Nazarene or from a third-party church development agency.

Once the churches were segregated into dichotomous categories on a ratio scale, continuous data was collected on the two dependent variables. An independent samples *t*-test was executed on each of the two dependent variables to determine if a relationship existed between the sources of church developmental supervision and their missional productivity.

### Description of Terms

The following definitions provide clarity to the unique terms used in this research study concerning church development:

*Active Church.* The Board of General Superintendents of the Church of the Nazarene approved a ruling on December 8, 2015 that defined a church as:

Any group that meets regularly for spiritual nurture, worship, or instruction, with an identified leader and aligned with the message and mission of the Church of the Nazarene. Statistical data is maintained on groups that are registered with the Church of the Nazarene. (David P. Wilson, general secretary for the Church of the Nazarene, personal communication, February 4, 2016)

For the purpose of this study the researcher defined an active church by the registration of a church that resulted in a statistical record on the Nazarene Denominational website in the congregational data base.

*Allocations.* A specified percentage of a church's income that is paid to the denomination to fund its operations ([www.nazarene.org](http://www.nazarene.org)).

*Church Leadership.* For the purpose of this study the researcher defined church leadership as any individual(s) in an official denominational capacity that had oversight and responsibility of individuals and processes relating to the formation of new churches.

*Church of the Nazarene.* An international Christian denomination in the Wesleyan-Arminian theological tradition that originated from the Methodist revival and the American holiness movement of the late 19<sup>th</sup> century (Church of the Nazarene, 2013).

*Church Planting.* The process by which new congregations are established that consist of central belief systems, organizational governance, and people who meet together for the purpose of worship and service (Wagner, 1990).

*District.* An organizational entity in the Church of the Nazarene referring to a group of congregations in geographic proximity with connectional interest and authority exercised by an annual meeting known as the District Assembly. The United States is currently divided into 73 districts (Church of the Nazarene, 2013).

*District Superintendent.* An ordained elder elected by the District Assembly to serve in the role of overseer for the ministers and congregations of the district (Church of the Nazarene, 2013).

*Missional.* A group of people, usually within the context of the Christian church, that identifies themselves according to a common mission or task they have been given (Crocker & Broadbooks, 2011).

*Organized Church.* A local congregation affiliated with the Church of the Nazarene that fulfills the minimum governmental requirements as described in the Church of the Nazarene Manual (Church of the Nazarene, 2013).

*Self-Supporting.* A level of financial strength a church reaches where it no longer receives or depends upon outside funding to sustain its essential operations (Allen, 2015).

*Sponsorship.* A prescribed degree of participation on the part of a local church that assists the formation of a new church. Sponsorship could include such criteria as committing people to assist in the formation of the new church, giving of financial support, and giving gifts in kind ([www.nazarene.org](http://www.nazarene.org)).

*Supervision.* For the purpose of this study the researcher defined supervision as oversight and guidance provided to new church leadership and church development processes related to the establishment of new churches.

*Third-Party Church Development Agency.* A company that specializes in consulting established churches and denominations in starting new churches (Stetzer, 2003). For the purpose of this study, all contractual commitments and materials not exclusively authored and owned by the Church of the Nazarene are considered third-party.

### Significance of the Study

This study is significant in that it serves to help church and denominational leaders in the Church of the Nazarene by providing resources concerning supervision of new churches throughout the developmental phase leading to long-term health and missional productivity. Successfully establishing many new churches that embody long-term health and missional productivity is more than simply establishing a group of people who meet on a regular basis and call them a church. There are relational qualities that must be considered in the establishing of new churches that exist in the greater context of the Body of Christ.

The significance of examining Churches of the Nazarene that were started between January 1, 2002 and December 31, 2004 is that, within these three years, there were one of two primary sources of developmental supervision provided to churches as they started. One source of developmental supervision was provided from within the Nazarene denomination and delivered to startup churches through district and headquarters personnel that were in close relational and geographic proximity to the new churches. The other source of developmental supervision was provided by third-party church development agencies that primarily interacted with new churches remotely from centralized locations. Third-party church development agencies most often maintain relational ties with new churches through contractual systems that include some form of remuneration for services rendered.

It is of great importance to denominational leaders to know which church development source can best produce new churches that are healthy and missionally productive. These research findings will greatly influence the philosophy of church planting in the denomination and the nature of the systems that are used to start new churches. The results of this research also provide important information to district superintendents in formation and implementation of localized church development systems on their respective districts.

According to the Research Department of the Church of the Nazarene (2015a), there are 4,507 organized Churches of the Nazarene in the United States. The current number of Churches of the Nazarene represents a net decrease of 286 organized churches over the last decade. There are not enough new churches being started to offset the number of churches that are being closed.

At the same time the number of churches decreased by 286, attendance decreased by 53,550. When this 10.3% decrease in attendance is viewed in the context of the United States population that increased by nearly 10% during the same time period, the two contrasting trajectories, left unchanged, reveals the eventual demise of the Church of the Nazarene in the United States. Ideally, if the Church of the Nazarene had kept up with the percentage of population growth in the United States since 2005, the attendance today would be 569,252; which would be 105,300 higher than it actually is today, see Appendix A. It would also have resulted in 5,272 organized Churches of the Nazarene; 765 more organized churches than there actually were in 2015, see Appendix B.

The goal of this research study was to propose a denominationally maintained church development system that will establish greater numbers of new churches while increasing survival rates and missional productivity, leading to a growth trajectory of the Church of the Nazarene in the United States.

The long-term health and viability of the Church of the Nazarene depends heavily on establishing new churches (Malphurs, 1992). A continuation of the present downward statistical trend will jeopardize the future of the Church of the Nazarene and its missional goals (Stetzer, 2003).

#### Process to Accomplish

This study was conducted by examining Churches of the Nazarene in the United States that were started between the years January 1, 2002 and December 31, 2004. Quantitative data for this research study was collected from several sources. A pre-existing data base maintained at the Global Ministry Center for the Church of the Nazarene provided data which originated from annual church reports that were submitted

by local congregations and was compiled in a database. Archival data reports were completed by district superintendents for the purpose of identifying the primary sources of developmental supervision of the new churches on each of the respective districts. In addition, leadership from both the Nazarene and a third-party development agency officials were consulted

The sample for this research study included 360 Churches of the Nazarene in the United States that were started between January 1, 2002 and December 31, 2004. The population to which research findings were intended to be generalized included all new Churches of the Nazarene in the United States within their first ten years in existence. In addition, research findings can be generalized to all new churches started in other denominations.

The methodology utilized for research questions number one and number two were descriptive frequency counts. According to Salkind (2012), frequency recording is an appropriate method for summarizing nominal descriptive data collected through incidence or frequency of occurrence of a particular action or outcome. Applying this type of statistical approach is appropriate for questions number one and number two because the researcher's purpose was to examine new church development in the Nazarene denomination in the United States as a whole. The intention was to lay a foundation and set the scene for the current research.

The methodology utilized for research question number three was a two-way chi-square analysis of independence. Gay, Mills, and Airasian (2012) explained that this specific chi-square test is appropriate in analyzing data that includes two groups with nominal dichotomous data. The two-way chi-square analysis of independence was the

appropriate test in measuring the long-term health of new churches because the three dependent variables utilized in the question compared nominal dichotomous data that occurred in the two groups of churches.

The methodology utilized for research question number four was an independent samples *t*-test. Salkind (2014) explained that an independent samples *t*-test was appropriate in analyzing data from two groups with continuous ordinal, interval or ratio data. The independent samples *t*-test was appropriate in measuring the missional productivity of new churches because the two dependent variables utilized in the question compared continuous ratio data that occurred in the two groups of churches.

Step Number One: Data collection from the Church of the Nazarene was requested by means of a letter to the denomination's research department. (Appendix C)

Step Number Two: Churches started between January 1, 2002 and December 31, 2004 were identified.

Step Number Three: A specific archival data report based on their personal district information was mailed to all the district superintendents in the United States to be completed and returned to the researcher. (Appendices D-F).

Step Number Four: Based on returned archival data reports, the Church of the Nazarene website and information from leaders of both the Nazarene and a third-party development agency, an Excel spreadsheet organizing data was completed.

Step Number Five: The data was imported into Statistical Package for the Social Sciences (SPSS), Version 23 where specific data was used to conduct the appropriate test for each question.

Step Number Six: Statistical tests were analyzed and findings were shared.



## Summary

This study addressed the influence of denominationally maintained church development systems in comparison to third-party church development agencies on new churches. The results of this research study were intended to be generalized throughout the population of churches started in the United States by denominational leaders within the Church of the Nazarene. The results of this study are available to district superintendents in all 73 districts in the United States and were intended to provide recommendations for the improvement of the present church development system used by the Church of the Nazarene. In addition, research findings can be generalized to all new churches started in other denominations. By understanding the protracted influence of various sources of church development supervision, the prospects of starting many new churches that produce a growth trajectory in the Church of the Nazarene in the United States is greatly increased.

## CHAPTER II

### REVIEW OF THE LITERATURE

#### Introduction

Chapter two reviews the existing literature concerning sources of developmental supervision and the long-term implications of their influence on new churches. According to Wagner (1990), the most effective methodology in evangelizing people in the Christian faith is starting new churches. Potential of such great magnitude warrants an investigation into the effectiveness of the most important components of the systematic replication of churches.

The review of literature concerning church development began in the New Testament where the concept of church was first introduced. Jesus explained the unique human qualities and attributes embodied in the church as He revealed the context within which His disciples would live out interconnected lives of faith with other believers around the world.

Developmental supervision is a necessary provision in most contexts where lifecycles occur. Similar to humans beginning their lifecycle with infancy, churches and organizations have a particular need of supervision during the developmental phase of their early life. It is during the developmental stage of a church lifecycle that sources of supervision have the greatest degree of influence on long-term developmental outcomes in the lives of churches.

Similar to the developmental supervision needs during the early stages of a church, foster care arrangements for infants provided a valuable context for the evaluation of influences of different sources of developmental supervision. The paralleling attributes between infants and new churches presented a context for the assessment of outcomes that will lead to valuable insights to church leaders responsible for establishing new churches.

Foster care providers assume the role of third-party supervisors who supplement the developmental needs of children when biological parents are unable. Similarly, church development consultants assume the role of third-party supervisors who supplement the developmental needs of new churches in the place of a supervisory presence from within a judicatory network. In order to discover paralleling dynamics with those observed in foster care arrangements for children, a review of the literature concerning third-party church development consultation was conducted. Relational proximity of supervisory sources was also evaluated in order to discover the most beneficial developmental system for the establishment of healthy new churches.

The business world provides a developmental model in the form of franchise systems. The franchise arrangement that involves initiating a new business in a model of systematic replication under the supervision of a franchisor provides a good opportunity to evaluate the health of new businesses based on relational dynamics. The relational aspects of successful franchising revealed beneficial insights for ecclesiastical leaders engaged in the systematic replication of churches.

The Church of the Nazarene is by nature a missional body as it has sought to expand its influence in the United States through the systematic replication of churches.

The review of literature concerning church development trends included archived data from the Global Ministry Center of the Church of the Nazarene. Literature was also reviewed concerning church planting initiatives in other parts of the world in an effort to account for higher than average success rates in church development where resources were limited and third-party consultation was not an option.

### Historical View of the Church

The Christian Church is the oldest organization of people in history. The faith community in the Old Testament that congregated to worship God in an interconnected body of believers dates back 4,000 years B.C. and served as the foundation from which the Christian Church would later emerge. Throughout the Old Testament the people who followed God as a corporate body of believers were generally referred to as the “people of God.”

The concept of church was first introduced in the New Testament Gospel of Matthew during a time when Jesus and His disciples were in Caesarea Philippi. Matthew 16 is positioned in a section of the gospel between the emergence of Jesus’ ministry and His movement toward Jerusalem for the Passion Week. Throughout this section of the Gospel, Matthew brought together Jesus’ foundational teachings and His life’s mission that culminated at the Cross. It was during this strategic time that Jesus revealed His contextual identity in the church.

The religious establishment of first century had taken notice of Jesus’ early ministry and teachings and began questioning His identity (Matthew 9:2-8; 11:2-3; 12:22-24; 13:53-57, Luke 7:49). Subsequently, a conversation took place between Jesus and His disciples concerning His identity. Jesus asked His disciples, “Who do people say

the Son of Man is?” (Matthew 16:13). The disciples responded according to the popular assumptions that were circulating at that time, saying “Some say John the Baptist; others say Elijah; and still others, Jeremiah or one of the prophets” (Matthew 16:14).

Jesus went on to ask more specifically “But what about you? Who do you say I am?” (Matthew 16:15). In Matthew 16:16 the Apostle Peter answered, “You are the Christ, the Son of the living God.” Jesus then responded with a brief discourse that included the first usage of the word *ecclesia* in the Bible. Jesus said in Matthew 16:18 “And I tell you that you are Peter, and on this rock I will build my church, and the gates of Hades will not overcome it.”

The word *ecclesia* is a combination of the Greek words *ek* (meaning *out of, away from*) and *kaleo* (meaning *to call by name*). Together the words describe a segment of people distinct from all others, distinguished by Jesus’ use of the pronoun *my* (*ego* in Greek). Jesus clearly defined the relational essence of the church by articulating the personal nature of the integration between Himself and the universal network of people called to Him.

The nature of Jesus’ relationship with His Church clearly distinguishes it apart from any other organization. The profoundly intimate bond between Jesus and His Church bears the same attributes as the Biblical depiction of the covenant of marriage, particularly when Jesus said to His followers, “Remain in me, and I will remain in you” (John 15:4).

In the original Greek text, Jesus referred to Peter as *petros*. *Petros* was a Greek word that described a small rock or stone that was commonly used in the construction of buildings. In the latter half of the same verse Jesus used the Greek word *petra*. *Petra* was

a Greek word that described a large rock that was used as a cornerstone, or bedrock, on which buildings were constructed.

The terminology Jesus used to describe the building of His Church was spoken during an era of history when descriptive terms like stone, rock, and building, were common references to the architecture of the time. The most prominent building at the time of Jesus' discourse was the temple in Jerusalem. As Jesus referred to Peter as a *petros*, the analogy formed in the minds of the disciples as they listened would have been one in which Peter was a part of the structure that formed the church Jesus was building. Jesus used a common illustration of a building to convey the truth that He would use His followers to build His church.

Jesus continued the building analogy by referring to Himself as the large foundation Rock, *petra*, on which the church would be built. The analogy formed in the minds of the disciples as they listened would have been a structure of people assembled together within a relational interconnectedness of faith with God that was an extension of Jesus Christ as the Foundation. The carefully chosen imagery of a common, first-century Palestine building served as Jesus' description of the church and allowed people of that day to understand the unfamiliar, yet profound concept.

The Apostle Paul used similar architectural language to describe the interconnected, human qualities of the church when he wrote to the church in Ephesus. The Roman citizens of Ephesus were presumed to be disqualified from being a part of the church because of their non-Jewish status. Paul's letter to the Ephesian people was a landmark declaration as it disqualified the traditional, nationality-based definition of the church and replaced it with the concept of relational affiliation to Jesus Christ available to

all people regardless of nationality. Paul's message to the church in Ephesus hinges on the central truth that Jesus Christ is the Foundation on which all people of faith come together to form the church. In an effort to explain Jesus' desire for all to come to relationship with Him, Paul wrote to the church in Ephesians 2:19-22:

Consequently, you are no longer foreigners and strangers, but fellow citizens with God's people and also members of his household, built on the foundation of the apostles and prophets, with Christ Jesus himself as the chief cornerstone. In him the whole building is joined together and rises to become a holy temple in the Lord. And in him you too are being built together to become a dwelling in which God lives by his Spirit.

#### Human Characteristics of the Church

The remainder of the New Testament used terminology concerning the church that implies qualities and attributes that would commonly be used to describe a living being. In I Corinthians 12, the Apostle Paul made a comparison between the physical, human body and the spiritual body of people that came together to form the church. Paul explained that despite the human body having many distinct parts, it continues to be one body. In the same way, the church is made up of many distinct people, but they all come together to form one body.

In Ephesians, the Apostle Paul expounded further on the concept of the human nature of the church:

Husbands, love your wives, just as Christ loved the church and gave himself up for her to make her holy, cleansing her by the washing with water through the word, and to present her to himself as a radiant church, without stain or wrinkle or

any other blemish, but holy and blameless. In this same way, husbands ought to love their wives as their own bodies. He who loves his wife loves himself. After all, no one ever hated their own body, but he feeds and cares for it, just as Christ does the church— for we are members of his body. For this reason a man will leave his father and mother and be united to his wife, and the two will become one flesh. This is a profound mystery—but I am talking about Christ and the church. (Ephesians 5:25-32)

Paul's use of the pronoun *her* characterized the church as possessing human qualities with a capacity for relationships that was similar in nature to a marriage between a groom and a bride. Paul inferred the presence of a covenant relationship between Christ and the interconnected body of people that form the church.

The New Testament uses descriptive analogy to illustrate the nature of the church and its oneness between Jesus Christ and His people. In Colossians 1:18 the Apostle Paul explained, "He (Jesus Christ) is the head of the body, the church . . ." In I Corinthians 3:9 Paul declared "For we are God's fellow workers; you are God's field, God's building." Paul further emphasized the nature of the church in I Corinthians 3:16 when he said, "Don't you know that you yourselves are God's temple and that God's Spirit dwells in your midst?" Paul also created an essential perspective of the church in I Corinthians 12:12-31 when he explained the interconnectedness of the people who formed the church and the distinct identities within the Body of Christ that each person maintained.

The marriage ritual from the Manual of the Church of the Nazarene uses language that conveys a relational nature of the church:



We are gathered together here in the sight of God, and in the presence of these witnesses, to join together this man and this woman in holy matrimony, which is an honorable estate, instituted of God in the time of man's innocency, signifying unto us the mystical union that exists between Christ and His Church. (Church of the Nazarene, 2013, p. 263)

The Manual of the Church of the Nazarene (2013) and the Biblical presentation of the church make it obvious that it was not intended to be an organization as understood in a business or governmental sense, but rather the church requires organization and structure to function in various contexts of society while the essential nature of the church maintains its human qualities. The concept of two individuals becoming one in spirit, as modeled in the covenant of marriage, clearly distinguishes the church from all other organizations.

The New Testament's depiction of the church included a universal interconnectedness among people of faith. The Apostle Paul's description of the church included every believer universally when he said:

Instead, speaking the truth in love, we will in all things grow up into him who is the Head, that is, Christ. From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work. (Ephesians 4:15-16)

Historically, the Apostles' Creed has partially been relied upon throughout the Christian Church's framework for understanding the universal interconnectedness of God and His people by declaring "I believe in the Holy Ghost; the holy catholic church; the communion of saints; the forgiveness of sins; the resurrection of the body; and the life

everlasting”. The Apostles’ Creed further emphasized the interconnectedness of the church with its use of the word *catholic*. The Greek word *katholikos* used in the Apostles’ Creed means *of the whole* referring to the universal Church.

The primary nature of the church is relational and establishes its spiritual form through the mutual belief and bond that all believers have with God. While there is a seamless universality of the church throughout the world, there is a need to organize its members into geographically advantageous locations that allow for logistical participation, missional execution, and congregational continuity. The primary purpose for the multiplication of churches is in response to the logistical limitations of the people who form the universal church.

The first local congregation to form within the Christian Church was in first-century Jerusalem during the celebration of Pentecost. Acts 2 described the spiritual formation of the church in a supernatural encounter with God described as an outpouring of the Holy Spirit on the people who had gathered for Pentecost.

The resulting expression of the church’s formation was described by Luke: They devoted themselves to the apostles’ teaching and to fellowship, to the breaking of bread and to prayer. Everyone was filled with awe at the many wonders and signs performed by the apostles. All the believers were together and had everything in common. They sold property and possessions to give to anyone who had need. Every day they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved. (Acts 2:42-47)

The Church of Acts 2 was the practical expression of the ecclesia Jesus described to His disciples in Matthew 16 when He explained to them how He would build His Church.

As the first Christian Church in Jerusalem grew and added more people to its fellowship, it became apparent that a multiplication of churches was necessary. Not every Christian desiring both fellowship and worship could practically participate in the church in Jerusalem. Acts 8 describes a widespread persecution that emerged against the church in Jerusalem and led to many of the people who were a part of that congregation to flee to other geographic regions for safety. In Acts 8:4 Luke described the dispersion of people saying “Those who had been scattered preached the word wherever they went.” Many of the people who fled persecution went to areas where Jesus had previously commanded them to go to share the Christian message. In Matthew 28:19-20 Jesus commanded His disciples “Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you.”

As the Christian message was communicated in remote regions of the first-century world, people were converted to Christianity by accepting Jesus Christ as their Savior. The population of new believers naturally clustered into local bodies that became churches. Newly formed churches took on individualized characteristics much like the distinctions that are evident between individual people. Distinctions between churches were most evident in the writings of the Apostle Paul as he drafted letters to the new churches giving them instructions in the basic truths of the Christian faith.

The composition of the Apostle Paul’s writings to new churches like those found in Ephesus, Philippi, Colossae, and Galatia were similar to the instructions and

encouragements that would be expressed from a parent to a child. Paul wrote to the new church in Philippi saying:

I thank my God every time I remember you. In all my prayers for all of you, I always pray with joy because of your partnership in the gospel from the first day until now, being confident of this, that he who began a good work in you will carry it on to completion until the day of Christ Jesus. It is right for me to feel this way about all of you, since I have you in my heart and, whether I am in chains or defending and confirming the gospel, all of you share in God's grace with me. God can testify how I long for all of you with the affection of Christ Jesus. And this is my prayer: that your love may abound more and more in knowledge and depth of insight, so that you may be able to discern what is best and may be pure and blameless for the day of Christ, filled with the fruit of righteousness that comes through Jesus Christ—to the glory and praise of God. (Philippians 1:3-11)

The nature of Paul's writing was relational and encouraging to a new body of people who formed a church that needed to undergo a process of growth and maturation. The nature of Paul's communication to the new churches of the New Testament revealed the human qualities of the church and harkens to the imagery of the human body and its development as described in Paul's subsequent teachings to the churches.

Propagation of the Christian Church continued beyond the first century and led to distribution of the church today that includes congregations throughout the world. The Pew Research Center's Forum on Religion and Public Life (Pew Research Center, Religion and Public Life, 2011) estimated there were 2.18 billion Christians of all ages around the world.

As millions of churches were started in various geographic locations throughout diverse cultures and in different languages, the basic elements of church formation were essentially the same. A nucleus of Christian adherents came together in common faith in Jesus Christ that led to an interconnectedness of relationship that ultimately resulted in the formation of a new church.

A review of Biblical text revealed that the formation of new churches mirrors many of the attributes involved in the human reproductive process. The analogic concepts used by Jesus and the Apostle Paul to describe the growth and maturation of the church were framed in a human development context. The Apostle Paul's letters to the New Testament churches not only gave a sense of parental communication with children, but they also affirmed the foundational importance of relationship in the successful formation of new churches. Paul expressed genuine love and concern for the people of the recipient churches. His letters were not written with an overt intent to develop the churches organizationally. Paul's writing to the churches revealed his greatest concern for their relational maturation and congregational cohesion that would lead to healthy churches.

Human reproductive terminology has been applied extensively throughout the Bible in the context of new church formation. Murray (2001) explained a church planting method called the *mother/daughter model* in which there was an older, more established church that produced a new church. Malphurs (1992) used the analogy of a couple planning a family that leads to conception. Malphurs explained, "The conception stage commences with the genesis of the idea of planting a church. Just as a baby is conceived in its mother's womb, so the idea of planting a church is conceived in a person's mind" (p. 233).

Malphurs (1999) approached the subject of new church development by drawing from the analogy of the human lifecycle from birth to death. Malphurs explained that churches have a lifecycle that, if understood and identified, could provide strategic indication of the reproduction capacity of a church. The realization and acceptance of the human development model, Malphurs contended, was a necessary foundation for a successful church development model to be executed.

Mannoia (1994) used the example of a grandparent to describe the role of a district supervisory oversight of new church formation and a parent to describe the role of an established local church's oversight of new church formation. The author further utilized the family analogy by using the reproductive concept of an incubator to describe the process of nurturing provided for new churches in an effort to help develop in a healthy manner.

#### Early Childhood Development and Implications of Foster Care

Wagner (1990) used the concepts of adoption and the parent-child relationship to describe methods of church formation. The author explained that church reproduction had taken many forms that led to the establishment of new churches, with some models having greater success than others do.

Driscoll (2009) outlined a lifecycle pattern of church development that included gestation, birth, infancy, adolescence, maturity, parenting, grand parenting, death, and resurrection. The author explained that early stages of development for a church included an increased sensitivity to influences that led to identity and direction. If the nature of the church in its original form was intended to have a living, human quality, then there are

unique implications throughout the formation of a local church that must be taken into consideration.

The New Testament's use of human descriptive terminology implies an important correlation between the nature of the church and human development. An evaluation of the nature of the church in the context of human development brought about a consideration of sources of supervision provided to new churches. Since the New Testament made the analogic correlation between the church and human development, were there developmental implications to various sources of supervision for churches? If the primary source of supervision provided to children during early stages of development had influence on developmental outcomes, then there would have been a logical correlation in the developmental outcomes produced in new churches based on their sources of supervision.

Foster care was initiated in the United States because of the efforts of Charles Loring Brace. Jalongo (2010) explained that Brace's work as a prominent social reformer during the mid-1800s led to the formation of the Children's Aid Society that was responsible for the relocation of an estimated 200,000 orphaned, abandoned, and homeless children from New York to less densely populated areas of the country. Brace's objective was to place children in homes where family dynamics would be provided to the displaced children with the understanding that the family unit was the most effective context for early childhood development to be accomplished.

The church is most often presented in Scripture as possessing human qualities that undergo the same developmental process as those present during early childhood development. The developmental process in children provides a rich parallel in the study

of supervisory sources in the formation of children raised in foster care arrangements. Research in childhood foster care systems has revealed variations in developmental patterns that correlated with sources of foster care (Farmer, 2009).

Farmer (2009) conducted a qualitative study of 270 children in foster care in order to identify developmental levels as related to sources of care. Among the children examined in the study, 53% had been in kinship foster care (biological family) arrangements and 47% had been placed in non-kinship foster care (unrelated) arrangements. Semi-structured interviews with the children, their families, and foster care providers revealed that children in kinship foster care arrangements produced higher levels of relational and emotional stability than those that had been in non-kinship foster care. The study measured emotional and behavioral difficulties, social behavioral competencies, and academic performance. The researcher concluded the proximity of relationship between foster children and foster care providers had positive correlation with developmental attributes in foster children.

Lopez, del Valle, Montserrat, and Bravos (2013) analyzed reunification processes used to transition foster children back into birth families. Closed cases were utilized in order to make complete assessments of fostering outcomes. The researchers found that the source of foster care had a distinct influence on the children's developmental progress necessary for reunification. The researchers explained the results of their investigation saying "In our study, 20% of the total sample resulted in family reunification. In cases of non-kinship care, 15% ended in family reunification, whilst in kinship care, the figure was 25%" (p. 229).



Stacks and Partridge (2011) utilized archived data from the National Survey of Child and Adolescent Well-Being in a quantitative study of 457 infants placed in foster care (275 in non-kinship and 182 in kinship) in order to examine developmental indicators resulting from specific sources of foster care. The mean age of infants studied was 7.8 months. The researchers conducted the study amidst perceptions that kinship foster care families were less qualified to foster because they received less training and had fewer resources at their disposal from child welfare agencies. The researchers found that despite being substantially less equipped with formal instruction and experience in foster care practices, infants placed in kinship foster care had fewer developmental concerns and risk factors.

Empirical research that examined the differences between kinship and non-kinship foster care revealed a relational dynamic that proved to be of utmost importance in the developmental wellbeing of children in foster care settings (Farmer, 2009; Lopez, et al., 2013; Stacks & Partridge, 2011). The element of relationship provided an intangible factor that led to greater levels of long-term health and viability among children in kinship foster care arrangements. Researchers consistently found that foster care provided within the framework of existing relationships superseded the benefits provided in non-kinship foster care arrangements despite greater degrees of experience and training.

#### Church Development and Third-Party Consulting Agencies

Understanding the correlational attributes between the nature of a human and the nature of a church led the researcher to explore the implications of third-party sources of developmental supervision on early childhood development to see if similar implications

were true in new church development. As with children in need of supervision through early stages of development, new churches also need oversight as they progress through a natural maturation process that leads to a healthy level of autonomy (Sylvia, 2006). described an experience common in most church development efforts by using nautical terms that included a drifting experience with no real sense of direction and structure. The author pointed out that the majority of existing churches in America have not conducted strategic planning. The lack of strategic planning is alarming because the early stages of establishing a new church are crucial, just like infants; early stages of development require greater levels of structure and guidance.

Malphurs (1999) described the context many churches function in when he stated, “The typical church in North America is like a sailboat without a rudder, drifting aimlessly in the ocean” (p. 9). Sylvia’s (2006) premise explained that new churches were not developmentally able to work through the strategic planning process without the aid of outside supervision. The inability to conduct strategic planning in the context of a new church created a need for a supervisory role that could provide consultation and purposeful guidance through early developmental phases.

The three primary sources of developmental supervision available to new churches include sponsoring churches (most commonly referred to as mother churches), denominational judicatories (general, regional, and district church administrative bodies), and church development consultation agencies. According to Murray (2001) the most prevalent contemporary method of church planting is the mother/daughter model because of the close relational proximity of supervision provided by the sponsoring church, much like the supervision provided by family members within the kinship foster care model.

Church development agencies specializing in church planting consultation began to increase sharply in number in the 1990s, while at the same time most of the largest denominations in the United States reported significant decreases in membership and attendance (Lindner, 2012). Thumma (2010) revealed a pattern of rapid growth among independent and nondenominational churches starting in the 1990s. According to the Protestant Church-Owned Publishers Association (1998), after conducting a study of 2200 Protestant congregations from mainline denominations, the fastest growing segment of churches was independent churches. The need for developmental oversight of new churches that would have normally been provided by denominational sources of supervision was not available to independent and nondenominational churches, creating greater demand for church development consultation agencies.

Church Multiplication Training Center (CMTC) is a church planting consultation-based agency started in 1991 by Malick and Logan in response to the growing need of consultation among new churches that had no other source of supervision and oversight ([www.cmtcmultiply.org](http://www.cmtcmultiply.org)). CMTC became one of the first consultant-based church development agencies to offer mentoring for new churches that became known as coaching. Several other consultation-based church development agencies started during the 1990s including Dynamic Church Planting International ([www.dcp.org](http://www.dcp.org)), Growing Healthy Churches ([www.growinghealthychurches.com](http://www.growinghealthychurches.com)), New Church Specialties ([www.newchurchspecialties.org](http://www.newchurchspecialties.org)), ChurchPlanters.com ([www.ChurchPlanters.com](http://www.ChurchPlanters.com)), and Church Planting Network ([www.plntd.com](http://www.plntd.com)).

The concept of parental influence emerged in church planting literature produced by agencies seeking client churches. Growing Healthy Churches was an agency founded

specifically to address the need of developmental supervision in new churches, as stated in its mission: “Our mission is to grow healthy churches by networking, resourcing and encouraging church leaders, congregations, and denominations in the areas of growth, health, transformation and church planting” (Growing Healthy Churches, 2015, p. 1).

The term church development agency describes a consultation-based company that provides supervisory services to churches that are either about to launch or are in an early developmental stage. The term third-party church development agency refers to a consultation-based agency that provides supervisory services in a context where a mother church or denomination has established a new church. The agency provides consultation to both, the sponsoring body (mother church or denomination) and the new church, thus creating a third-party in the church planting effort. Denominational leaders increasingly sought out the services of church development agencies to provide specialized consultation in the area of church planting in cases where formal church development training and resources were not available within the denominational organization.

### Church Development and Business Franchise Models

Consulting relationships in the church environment were very similar to those found in the business world. According to Canback (1998), management consultants were defined as “those who provide general management advice within a strategic, organizational, or operational context, and who are institutionally organized in firms” (p. 4). The key concept that defined the relational role of the consultant was advisement. As a management advisor in the business context is strategically positioned in a non-relational capacity with the essence of the business, so the consultant in the context of church development functioned as a third-party advisor with no relational integration.

The question of organizational development success between the business consultant and the church development consultant hinges on the essential nature of the organization being consulted. Businesses are essentially static, modular entities that generally respond to advisement in best practices of business. In contrast, the church is a living entity that functions as an extension of God and requires relational depth of engagement in order for healthy development to occur.

Reviewing literature on the subject of third-party church development agencies continued to produce references to the franchise concept from a business context. Specifically, literature that addressed the matter of church development success based on relational proximity to a related overseer had clear correlational attributes to franchise relationships. The consultation-based, third-party agency model found in the systematic replication of churches very closely resembled the franchise business model. Franchised businesses offer franchisees an organizational structure that consists of business consultation and a template-style startup framework.

The franchise business model represents a similar structure to that which is found in a denomination where affiliate churches are connected organizationally within a judicatory. A franchised business functions in a network of affiliate businesses that are organized under the supervision of a franchisee. In both the church development model and the business franchise model there exist varying degrees of relationship between supervisory overseers and leaders of affiliate enterprises.

While there is a vast amount of empirical literature that examines the reasons for franchise success, only a narrow segment of research analyzed the relationship factors between franchisees and franchisors. Frazer, Weaven, Giddings, and Grace (2012) found

a distinct positive correlation between the performance and satisfaction levels of franchisees and the degree of relational connection that existed with the franchisor. The researchers also discovered that one of the leading influences on franchisee failure was insufficient relationship between franchisor and franchisee in order to process conflict adequately.

Success rates in franchised businesses also revealed positive correlations between the degree supervisory agents were personally involved and the proximity to franchisees during the early developmental stages. Michael and Combs (2008) examined the proximity of franchisors when supervision was provided during the developmental phase of new franchises. The researchers found that the closer a franchisor was in relational proximity to the franchisee the greater the chances were that the franchise would succeed.

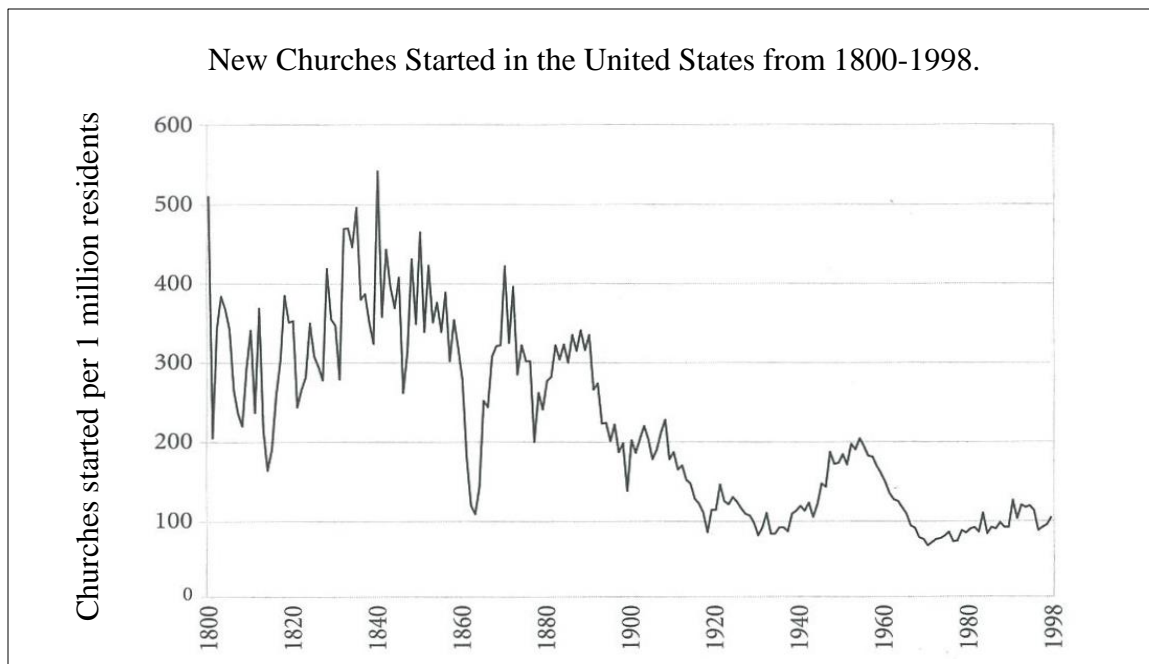
Empirical literature on the matter of relationship in franchised businesses revealed the powerful influence relationship had during the formative stages of business startup (Canback, 1998; Frazer, et al., 2012). The franchise framework provided an excellent venue to examine relationship values that paralleled the dynamics present in a context of the systematic replication of churches. The relational proximity factors found in the franchise context paralleled many of the same patterns found in the foster care context of children in early developmental stages (Michael & Combs, 2008). The results from investigations in paralleling entities of systematic replication provided substantiating support to the study of new churches and the relationship they have with third-party agencies and judicatory leaders (Malphurs, 1999).

## Church Planting in the United States

Starting new churches, commonly known as church planting, has come a long way in the United States since the expansion of the Christian church during the first century as described in the New Testament. Unlike the primitive conditions the New Testament church originated from, the contemporary Christian church in the United States became more sophisticated in its developmental efforts by utilizing many successful systems employed by the business world.

Olson (2008) identified the Southern Baptist Convention as one of the largest denominations with a high church development rate of one new church start for every 50 existing churches. The North American Mission Board of the Southern Baptist Convention maintained a church development system that consisted of training, equipping, and mentoring within the existing framework of the denomination. The central component in the North American Mission Board's preparation and support of church planters was a relationship between church planters and approved mentor pastors (mother/daughter church planting model) where the church planters apprentice for no less than nine months.

Olsen (2008) pointed out church planting in the United States was strongest during the first 100 years of the nation's history. Figure 1 shows the number of churches started per one million residents drastically declined from the 1800s to present.



*Figure 1.* Churches started per one million residents. Based on the start dates of 92,677 churches in the United States. Reprinted with permission (see Appendix G for permission letter) from *The American church in crisis* (p.145) by D. Olsen, 2008, Grand Rapids, MI: Zondervan. Copyright 2008.

According to the North American Mission Board's website ([www.namb.net](http://www.namb.net)) there were 943 churches started in 2010 and three years later 757 of the churches were still functioning. A high success rate of 80% suggests the relational nature of the Southern Baptist Convention church development system led to new church success rates that were higher than average.

The Assembly of God also operated a church development system from within the framework of their denomination known as the Church Multiplication Network ([www.ag.org](http://www.ag.org)). The denomination's United States region that consisted of 12,849 churches was able to start over 2,700 new churches over the last 10 years. The denomination's website ([www.cmtcmultiply.org](http://www.cmtcmultiply.org)) featured a system of church



development that included ongoing training and support from expert leaders from within the Assembly of God. There was no indication of the denomination's utilization of church development services from third-party agencies.

#### Nazarene Church Planting in the United States

The Church of the Nazarene experienced a pattern of decline in the 1970s that was similar to those experienced in other prominent denominations throughout the United States (Association of religion data archives, n.d.). In an effort to address declining trends in the Church of the Nazarene, church leaders established the Church Growth Department. The new Nazarene department began emphasizing church planting among the existing churches in the United States, challenging congregations to become actively involved in the starting of new congregations ([www.nazarene.com](http://www.nazarene.com)).

Like other denominations, the Church of the Nazarene underwent several changes in its approach to develop churches over the last three decades. However, during the 1980s the Church of the Nazarene continued to maintain their Church Growth Department responsible for assisting churches in increasing numerically and expanding evangelistic initiatives primarily in the United States ([www.nazarene.com](http://www.nazarene.com)).

NewStart was a new division of the USA/Canada regional department created in response to the need for training, equipping, and support for church planters and congregations that expressed interest in starting new churches. The Church of the Nazarene website describes NewStart as “a national strategy started in 1994 by Dr. Bill Sullivan to effectively train, equip, and encourage pastors and district leaders to start new churches. Through 2010, over 1700 new Nazarene churches have been started through the strategy” (Church of the Nazarene, 2015b).

The USA/Canada regional department began publishing a magazine called GROW that featured church planting success stories and emphasized training and equipping opportunities. NewStart offered church planter assessment, ministry action plan development, church planter coaching, and district leadership training ([www.nazarene.com](http://www.nazarene.com)).

The number of new churches began to rise in the late 1990s until approximately 2004 as NewStart began to create increased interest and involvement in the denomination's church planting efforts. However, the closure rate of existing Churches of the Nazarene remained steady through the same period. The reality of the lifecycle of local churches was further emphasizing the need to establish many more new churches than were being closed if the denomination was going to reach its evangelistic objectives. While personal evangelism continued to be an important emphasis in local churches throughout the United States, there was a growing awareness that the prime factor in missional success as a denomination depended on increased numbers of new churches.

From the year 2000 and following the Church of the Nazarene began to utilize third-party consultation services increasingly to supplement the denomination's church planting resources offered through NewStart. Several districts in the United States entered into contractual agreements with third-party agencies to provide training, church planter assessment, and church planter coaching. NewStart was idled by the year 2010 ([www.nazarene.com](http://www.nazarene.com)).

Once NewStart lost momentum, the USA/Canada regional department entered into an exclusive alliance with a third-party church planting consultation agency called Dynamic Church Planting International (DCPI) with headquarters in Oceanside,

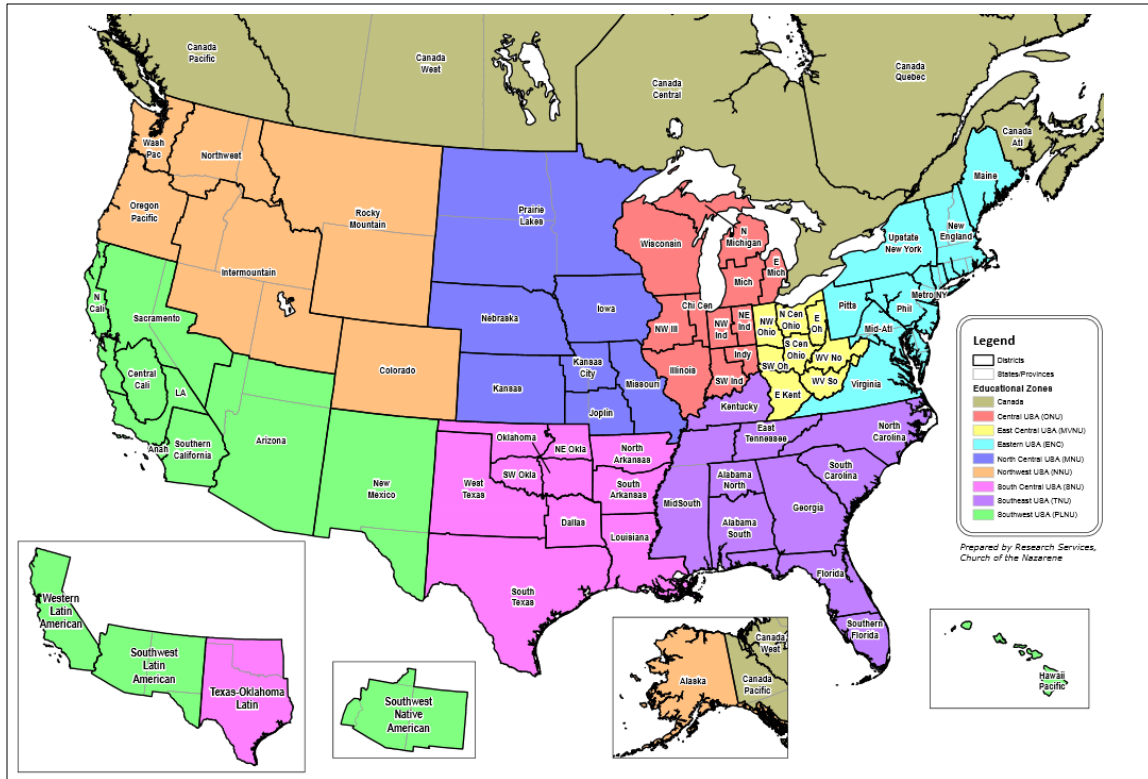
California. DCPI offered training in both church planting and judicatory leadership. The goal of DCPI's training was to teach core principles of church planting intended stakeholders to make them more effective in starting of new churches ([www.dcp.org](http://www.dcp.org)). DCPI is a non-profit, contractual-based third-party consultation and training agency. The business model of DCPI includes the training of leaders outside its organization that agree to propagate its training system exclusively among client churches and judicatories.

Terminology within the church development efforts of the Church of the Nazarene also changed over the last several decades. The term *organized* is used to describe a local church that has been officially received into the Church of the Nazarene. In order for a church to be organized, it must have at least 35 voting members (Church of the Nazarene, 2013).

The term *church-type mission* refers to a congregational work that has not yet been organized. The Manual of the Church of the Nazarene states, "New congregational works that have not yet been organized according to paragraph 100, may be registered by the general secretary as a church-type mission, with the approval of the district superintendent where the new work is located" (Church of the Nazarene, 2013, p. 63).

The open-ended nature of the church-type mission allows for broad criteria for various congregational configurations to be considered a church. For the sake of this study and the need for uniformity in measuring fully functioning churches, the researcher chose to utilize the Church of the Nazarene denomination's definition of an *organized* church. A local congregation attains organized status through the acknowledgement of a district or general superintendent and maintains a minimum of 35 members (Church of the Nazarene, 2013).

According to the Church of the Nazarene Research Department at the Global Ministry Center of the (2014), there were 4,847 organized Churches of the Nazarene in the United States in 2003. The number of organized Churches of the Nazarene had declined 6.5% to 4,532 by 2014 (Appendix B).



*Figure 2.* Church of the Nazarene District Jurisdictional Map of the United States and Canada. The 73 districts of the Church of the Nazarene in the United States are identified within eight educational zones. Reprinted with permission from The Church of the Nazarene Terms of Use Policy, see Appendix H for permission. Copyright © 2008 The International Church of the Nazarene.

In the United States, the Church of the Nazarene is organized into 73 districts that are led by district superintendents. Crocker and Broadbooks (2011) explained the purpose behind the district structure was primarily for collective mission achievement. The authors went on to explain that one of the primary responsibilities of a district

superintendent is planting of new churches. Crocker and Broadbooks went so far as to state that one of the essential priorities that made district superintendents effective in achieving missional goals was a strong emphasis on church planting.

#### Nazarene Church Planting Outside the United States

Crocker and Broadbooks (2011) synthesized the *best practices* of church development from the statistical top 10 performing districts in the United States and Canada. The authors used their findings to encourage other districts to implement similar church development strategies with the anticipation of increased effectiveness in multiplying new churches.

In an effort to advise and encourage missional productivity among district superintendents in the USA/Canada region Crocker and Broadbooks (2011) included an account of the Eurasia Region of the Church of the Nazarene; they described the church growth experienced in the Eurasia Region stating, “These districts in developing countries were experiencing incredible movements of God fueled by an unparalleled missionary zeal. These so-called developing districts seemed to be healthier than most mature districts in the West” (p. 60). The authors presented an inspirational example to the USA/Canada district superintendents by sharing the tremendous church growth and expansion of the Eurasia Region, despite the absence of third-party church consultation agencies.

Shute (2015), a missionary for the Church of the Nazarene serving at the Africa Regional Office in Johannesburg, South Africa, described a rapid expansion of the Church of the Nazarene in the Horn of Africa as hundreds of new churches were started annually and thousands of people were evangelized. The author described the sacrifice of

church planters, missionaries, district superintendents, educators, and other senior leaders, as they traveled long distances from remote places in Ethiopia, South Sudan, and locations within the Horn of Africa to be together in preparation to fulfill the mission to evangelize people through the starting of new churches. The leaders who were present for equipping sessions would return to their respective areas of ministry and gather with constituents for further equipping. The strong relational network present from top leaders all the way to remote congregations, despite very long distances and less-than-ideal traveling conditions was instrumental in the healthy formation of hundreds of new churches.

Shute (2015) described the nature of relationship that was central in the execution of the mission and vision of the region:

I had wanted to develop a team with a common cause and a shared strategy. Not only did we achieve that goal at the field level, but it became a reality in the districts, zones, and local churches. We were all individuals with different ministry assignments, but we had one heart, working together as a team with a shared vision and mission that we knew was from Jesus, the Head of the Church.  
(p. 65)

Shute went on to explain, “A culture of mentoring and accountability existed at all levels. Everyone knew the plan, and we worked that plan together” (p. 65). The result was a worship attendance level that had been two hundred in the Horn of Africa, 11 years later was approximately two hundred thousand and hundreds of new churches. The most prominent model for starting new churches was congregations starting congregations. The congregational expansion was built on the close relational supervision that took place

between the pastoral leadership of the mother church and the pastoral leadership of the new church.

Shute's (2015) account was of great value to this present research study as it identified the importance of relational interconnectedness in starting new churches. The author also explained the very limited church development resources available and the absence of any third-party consultation agencies in the expansion of the Church of the Nazarene in the Horn of Africa. Shute emphasized the importance of the mother/daughter model in starting new churches in this historic expansion.

### Conclusion

The research presented in this chapter identified sources of developmental supervision used in church planting and presented reasons why relational factors within supervision arrangements are important to the formation of healthy new churches. A review of the literature on church planting in the United States revealed the growing need for new churches, especially within denominations that hope to fulfill their mission and avoid extinction (Olson, 2008). The nearly 2000-year history of the Christian Church reveals an inseparable dependence between the church's mission and the starting of many new churches.

A review of the biblical literature revealed a profound similarity between the formation of a church and the formation of a human life. Characteristics of development and maturation carried such strong parallels that the researcher examined developmental implications in children placed in foster care during the earliest stages of life.

Empirical literature on the subject of foster care sources revealed a distinct developmental advantage among children placed in kinship foster care arrangements,

versus those placed in non-kinship foster care arrangements (Farmer, 2009; Lopez, et al., 2013; Stacks & Patridge, 2011). The literature's revelation of the distinguishing effects of relational proximity in foster care placement among children led to a review of the literature pertaining to third-party church development agencies in order to identify similar effects on churches according to sources of developmental supervision. As the literature revealed that, the relational proximity of sources of developmental supervision was important to healthy development in children, so too was the relational proximity of supervisory sources important to healthy development of churches.

The matter of relational proximity as an indicator of healthy development for new churches was also affirmed in a review of the literature that addressed the matter of supervision sources in franchised businesses (Canback, 1998; Frazer, et al., 2012; Michaels & Comb, 2008). The literature revealed that relational proximity of developmental supervision was vital to healthy organizational development within the context of systematic replication.

Efforts to start new churches in America continues in spite of growing cultural challenges and logistical complexity. The need for quality developmental supervision is as great today as any time in history. The best source of developmental supervision will be the focus of this research study.

The missional emphasis on church planting for the Church of the Nazarene in the United States continues to be a priority within its leadership. Despite emphatic challenges from leaders of the Church of the Nazarene to start churches, and despite broad scale efforts by many church planters to start churches, data from the Global Ministry Center



of the Church of the Nazarene revealed an alarming decline in organized churches and attendance over the last decade (Church of the Nazarene, 2014).

### Summary

In the following chapters, this study, on the developmental sources of new churches, will utilize quantitative results in order to reveal the relational nature of the church that should be considered in the sourcing of the supervision of new churches. Additionally this study will provide instrumental data interpretation to district superintendents in the Church of the Nazarene regarding current conditions in church development in the United States. This study will also produce specific direction to superintendents as they seek to fulfill the responsibility of starting healthy churches.

Jesus articulated the mission of the Christian Church when He said, “Go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit” (Matthew 28:19-20). As the Church of the Nazarene seeks to strategically position itself to fulfill the mission given by Jesus Christ, the declaration made by Wagner (1990) clarified the practical method needed to achieve success when he said “The single most effective evangelistic methodology under heaven is planting new churches” (p. 11).

## CHAPTER III

### METHODOLOGY

#### Introduction

The previous chapter reviewed the literature concerning the influence of developmental supervision on new churches throughout early developmental stages. The literature review examined the Christian church and its unique nature that possesses attributes also present in human and organizational development. Research was presented that identified the effects of developmental supervision based on the sources from which they derived. Consequently, this study considered the effects of developmental supervision not only on new churches, but also on early childhood development in the context of foster care and new business development in the context of business franchise systems.

Early childhood development in the context of foster care arrangements was examined because of the similarities with the developmental dynamics present in the formation of a new church. The developmental influence on children based on sources of supervision provided valuable insight into the long-term health and missional productivity of new churches. Benedict, et al. (1996) conducted a qualitative research study of 214 children who had been in foster care as infants. Of the children examined, 86 were placed with relatives (kinship) and 128 were placed with foster care providers who were not related (non-kinship). The similarities that exist between church

development configurations and those found in foster care arrangements create a prime context to measure the influences that best serve new churches for healthy development.

New business development in the context of business franchise systems was examined because of the similarities with characteristics present in the systematic replication of new churches. This study examined the long-term health and missional productivity of businesses based on the nature and proximity of their relationship with sources of supervision throughout early developmental stages. The developmental dynamics of the franchised business model represented similar developmental qualities to new churches. New churches are most often started within the context of a denomination under the direct supervision of judicatory leaders, or under the direct supervision of a third-party church development agency.

The literature review examined the history of church planting in the Church of the Nazarene in the United States. Historical records relating to new church development in the Church of the Nazarene revealed the predominant sources of developmental supervision that were utilized throughout various eras.

In an effort to understand the effects of different sources of developmental supervision on new Churches of the Nazarene, the researcher identified four key research questions:

1. What is the long-term health of Churches of the Nazarene in the United States that were started between 2002 and 2004?
2. What is the missional productivity of Churches of the Nazarene in the United States that were started between 2002 and 2004?

3. What is the relationship between the source of new church developmental supervision and the long-term health of new Churches of the Nazarene?

H<sub>0</sub>: There is no relationship between the source of new church developmental supervision and the health of new Churches of the Nazarene.

H<sub>1</sub>: There is a relationship between the source of new church developmental supervision and the health of new Churches of the Nazarene.

4. What is the relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene?

H<sub>0</sub>: There is no relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene.

H<sub>1</sub>: There is a relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene.

### Research Design

This applied research project compared the long-term health and missional productivity of new Churches of the Nazarene that were supervised throughout early developmental stages by sources from within the Church of the Nazarene denomination with those that were supervised by third-party church development agencies. This study was a quantitative quasi-experimental design that sought to determine if there was a

relationship between the sources of developmental supervision and long-term health and missional productivity of new Churches of the Nazarene.

Leedy and Ormrod (2013) described quasi-experimental research as a method involving two groups that are pre-assigned to a group before the research begins. The two groups in this study were pre-assigned based on whether they were supervised by sources from within the Church of the Nazarene or sources from a third-party church development agency.

Before the researcher could examine and collect data to compare the two sources of developmental supervision, the researcher had to first identify the churches that were started January 1, 2002 through December 31, 2004, the three year time frame of the study. After the Internal Review Board (IRB) approval, the researcher contacted the Research Department of the Global Ministry Center (GMC) of the Church of the Nazarene. The Research Department was able to identify churches that were started during the appropriate time.

After the churches were identified, the researcher engaged various sources to confirm the source of developmental supervision for each newly started church. Once the developmental sources of each church was confirmed, the churches were separated into the two groups, and then the research questions could be addressed.

#### Time Considerations

The four research questions required, that data from five dependent variables be collected. The researcher established time measures for each of the five dependent variables based on several church development considerations. The four dependent variables that asked whether the churches were still active as defined by the Church of

the Nazarene, whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene, the percentage of denominational allocations that were paid by each church, and the number of additional new churches sponsored by each church were each measured over a 10 year period.

The primary consideration for the use of a 10 year period was to measure the viability of the new churches at a point in time safely beyond the developmental years when instability was more likely, yet not too far removed from the dynamics present in the life of new churches. Additionally, a 10 year period was considered for measurement of the dependent variables because the concluding date for the timeframe that was examined in this study was 10 years prior to the beginning of this study.

The dependent variable that asked whether the churches became financially self-supporting was measured over a five year period from their start date. A five year time frame was chosen in order to measure financial viability of new churches at a point that was safely beyond a reasonable period for subsidy to be provided to new churches. Additionally, while there is not a policy in the Church of the Nazarene that governs the distribution of subsidy to new churches, the researcher's experience with new church development in the denomination provided enough opportunity to observe that the five year time frame chosen for measurement was safely beyond normal new church support.

#### Data Sources

The four research questions required, that data be collected from several sources. First, data was collected from the Research Department of the GMC that originated from annual church reports submitted by all local congregations. Next, archival data reports were collected from district superintendents concerning their specific local churches.

Additional data was provided from resources at the GMC website. Finally, data was supplied by leadership from both Nazarene officials and a third-party church development agency.

In order to answer research question one, dichotomous data was collected from the GMC, archival data reports, and the GMC website to address the three appropriate dependent variables: whether the churches were still active as defined by the Church of the Nazarene after 10 years, whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years, and whether the churches became financially self-supporting within their first five years.

In order to answer research question two, continuous ratio data was collected from the GMC website to address the two appropriate dependent variables: the percentage of denominational allocations that were paid by each church within their first 10 years and the number of additional new churches sponsored by each church within their first 10 years.

In order to answer research question three, dichotomous data was collected from the GMC, archival data reports, the GMC website, and both Nazarene and third-party leadership. The data regarding sources of developmental supervision was utilized in analyzing the three measures of long-term church health: whether the churches were still active as defined by the Church of the Nazarene after 10 years, whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years, and whether the churches became financially self-supporting within their first five years.

In order to answer research question four, continuous ratio data was collected from the Nazarene website, and both Nazarene and third-party leadership. The data regarding sources of developmental supervision was utilized in analyzing the two measures of church missional productivity: the percentage of denominational allocations that were paid by each church within their first 10 years and the number of additional new churches sponsored by each church within their first 10 years.

### Population

The population to which research findings were intended to be generalized included all new Churches of the Nazarene in the United States. In addition, research findings can be generalized to all new churches started within other denominations.

The focus of this study was a sample of Churches of the Nazarene that were started between January 31, 2002 and December 31, 2004 in the United States. In order to identify the churches that had been started in this time frame, the researcher utilized archival data maintained in the Research Department of the GMC of the Church of the Nazarene.

Organizationally, the United States is currently divided into 73 Nazarene districts. Out of the 73 districts in the United States, 62 districts had started at least one new church within the time frame being examined in this study. Specifically, there were 371 new churches identified by the Research Department of the GMC as being started during the time frame of the study. The researcher cross referenced the list of newly started churches with the Nazarene denomination's public archival records and found there were 11 churches from the original report that did not appear. The archival data reports from district superintendents also confirmed the same 11 churches were never actual churches.



The researcher concluded that the 11 churches in question were not valid and should not be included in this study. Therefore, data was collected on all the 360 validated newly started churches between 2002 and 2004.

While the United States is grouped into 73 districts, those 73 districts are then organized into eight educational zones. A visual illustration can be seen in Figure 2 on page 48 in this study. Table 1 shows the number of new churches started for each of the educational zones in the United States between 2002 and 2004. The number of churches started in each educational zone was as few as 15 and as high as 74, making the range 59. The mean number of churches started in each educational zone was 45 and the median was 42.

Table 1

*Number of New Nazarene Churches started between 2002-2004 per Educational Zone*

University	Region	<i>N</i>
Eastern	Eastern	64
MidAmerica	North Central	27
Mount Vernon	East Central	15
Northwest	Northwest	45
Olivet	Central	32
Point Loma	Southwest	64
Southern	South Central	39
Trevecca	Southeast	74
Total <i>N</i>		360

The first two research questions looked at the entire sample of 360 churches as a whole. The final two research questions required the churches to be segregated into the two dichotomous groupings based on the predominant source of developmental supervision each church was provided. Out of the 360 newly started churches between 2002 and 2004, developmental supervision was evenly represented between the two sources, 180 were determined to be developmentally supervised by Nazarene sources and 180 were determined to be developmentally supervised by third-party sources.

In addition to the data collected to identify newly started churches and their source of developmental supervision, data was also collected to address the five dependent variables. Each of the five dependent variables had a specific sample size.

- Dependent variable number one: whether the churches were still active as defined by the Church of the Nazarene after 10 years, had a sample size of 360.
- Dependent variable number two: whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years, had a sample size of 360.
- Dependent variable number three: whether the churches became financially self-supporting within their first five years, had a sample size of 284.
- Dependent variable number four: the percentage of denominational allocations that were paid by each church within their first 10 years, had a sample size of 360.

- Dependent variable number five: the number of additional new churches sponsored by each church within their first 10 years, had a sample size of 360.

### Data Collection

After obtaining necessary permission from the GMC of the Church of the Nazarene, a letter was sent to the same requesting archival data regarding Churches of the Nazarene that were started between January 1, 2002 and December 31, 2004, see Appendix C. The Research Department provided separate spreadsheets identifying the Churches of the Nazarene that were started, organized, closed, and inactive in the time frame of this study and the districts in which they resided.

The researcher designed an Excel spreadsheet, see Appendix I, with nine columns to organize the data. Once the churches were identified for this study, the researcher assigned each church a specific number. Although the GMC had already assigned churches numbers, the researcher decided to use numbers 1-360 in the first column for the purpose of identifying churches in this study.

The second column identified the source of developmental supervision provided to each new church. Nazarene supervision was identified with a *1* and third-party supervision was identified with a *3*.

The next seven columns identified the five dependent variables that were needed to answer the four research questions. Column three identified if the church was still active *1* or inactive *2* after 10 years. Column four identified if the church became officially organized *1* or stayed unorganized *2* within their first 10 years. Column five identified if the church became self-supporting *1* or did not become not self-supporting *2*

after their first five years. Column six showed the percentage of denominational allocations each church had paid within its first 10 years. The options for allocations in column six were 0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%, 80%, 90%, or 100%. The seventh column showed how many additional new churches each church had sponsored within their first 10 years. The options for sponsorship in column seven were any whole numbers; however, in this study the numbers specifically ranged from zero to eight additional churches sponsored. The final two columns, focused on the previous dependent variables of denominational allocations and sponsorship; however, this time the researcher recorded the information as nominal dichotomous data. Column eight was used to identify if the church had ever paid at least one year of denominational allocations within its first 10 years. A 1 was used if a church paid at least one year (10%) and a 2 was used if a church never paid any of their yearly denominational allocations within the first 10 years. The final column, the ninth column, was used to identify whether a church sponsored any additional new churches within its first 10 years. A 1 was used if a church sponsored at least one additional new church and a 2 was used if a church did not sponsor any additional new churches within their first 10 years.

Although the GMC reported only 62 of the districts in the United States had started churches during 2002 and 2004, archival data reports and cover letters containing instructions were mailed to all 73 districts in the United States. The researcher mailed archival data reports, see Appendices D-F, to all district superintendents in an effort to confirm the information from GMC. The archival data report also allowed district superintendents to share specific data on each of their local churches. Archival data

reports were collected and data was then transferred into the designed Excel spreadsheet in preparation for analysis, see Appendix I.

The first dependent variable in this study examined whether the churches were still active as defined by the Church of the Nazarene after 10 years. Data was gathered from 100% of the 360 churches that were identified as either Nazarene or third-party new starts. Data reflecting this dependent variable was either *yes, the church remained active after 10 years* or *no, the church is no longer active after 10 years*. According to Triola (2010) data that is a label (e.g. active or inactive) and has no quantitative value is called nominal and appropriate for this type of variable. Data regarding the active status of the churches was available through the Research Department of the GMC from publicly accessible records on the denomination's website.

The second dependent variable in this study examined whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within 10 years. Data was gathered from 100% of the 360 churches that were identified as either Nazarene or third-party new starts. Data reflecting this dependent variable was either *yes, the church became organized* or *no, the church never organized*. According to Triola (2010) data that is a label (e.g. organized or not organized) and has no quantitative value is called nominal and appropriate for this dependent variable. Data regarding whether the churches were organized was available through the Research Department of the GMC from publicly accessible records on the denomination's website.

The third dependent variable in this study examined whether the churches became financially self-supporting within their first five years. Data was gathered from 284

churches of the 360 churches that were identified as either Nazarene or third-party new starts. Data reflecting this dependent variable was either *yes, the church became self-supporting* or *no, the church never became self-supporting*. According to Triola (2010) data that is a label (e.g. self-supporting or not self-supporting) and has no quantitative value is called nominal and appropriate for this dependent variable. Data that identified whether churches were self-supporting was collected from archival data reports that were mailed to all 73 district offices. Five years was used as a reasonable time frame for new churches to become financially self-supporting.

The fourth dependent variable in this study examined the percentage of assigned denominational allocations that were paid by each church within their first 10 years. Continuous data on a ratio scale was gathered from the 360 churches that were identified as either Nazarene or third-party new starts. According to Salkind (2014), a ratio level of measurement is an appropriate measurement for this dependent variable because it is possible to have paid zero denominational allocations. Data that identified the percentage of denominational allocations that were paid by each church within their first 10 years was collected from publicly accessible records on the denomination's website.

The fifth dependent variable in this study examined the number of additional new churches sponsored by each church within their first 10 years. Continuous data on a ratio scale was gathered from the 360 churches that were identified as either Nazarene or third-party new starts. According to Salkind (2014), a ratio level of measurement is an appropriate measurement for this dependent variable because it is possible to have zero additional new churches sponsored. Data that identified whether churches had sponsored

additional new churches within their first 10 years was collected from publicly accessible records on the denomination's website.

In order to gain more insights, the researcher combined all five dependent variables to determine correlated observations, also known as pairwise comparisons. Dependent variables one, two and three were already reported as nominal data (yes/no) and because of this the highest level of correlation that could be conducted was a correlation observation using the phi coefficient, pairwise comparison. Therefore, since the researcher needed all the variables to be represented in nominal form, dependent variables four and five, only for this correlation test, were converted to nominal data.

#### Analytical Methods

The researcher organized and analyzed the data collected in this study using Statistical Package for the Social Sciences (SPSS), Version 23. This study utilized several types of methodology depending on what was appropriate for each question and the type of data it generated.

#### Research Question Number One

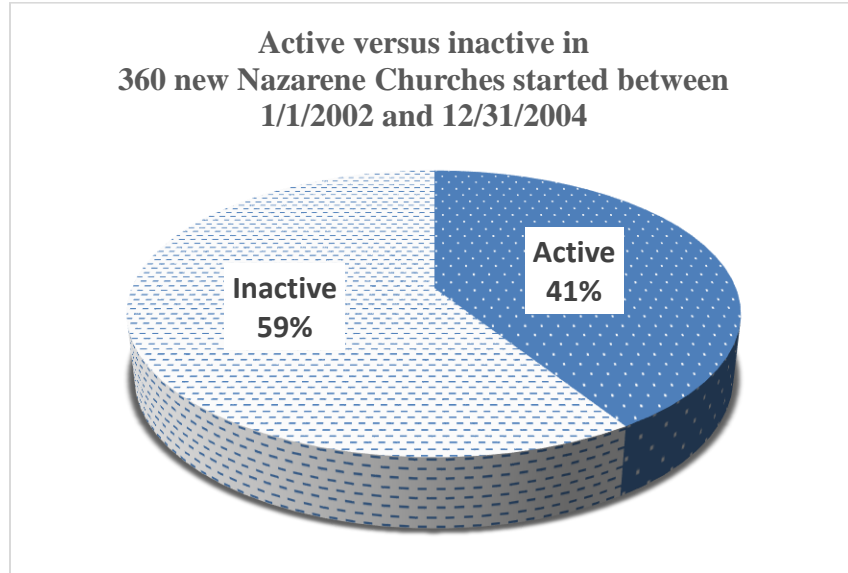
The methodology utilized for research question number one was a descriptive frequency count. According to Salkind (2012), frequency recording is an appropriate method for summarizing nominal descriptive data collected through incidence or frequency of occurrence of a particular action or outcome. Applying this type of statistical approach is appropriate for question one because in this question the researcher's purpose was to examine new church development in the Nazarene denomination in the United States as a whole. The intention was to lay a foundation and set the scene for the current research.

Research question number one, what is the long-term health of Churches of the Nazarene in the United States that were started between January 1, 2002 and December 31, 2004, was measured using three dependent variables:

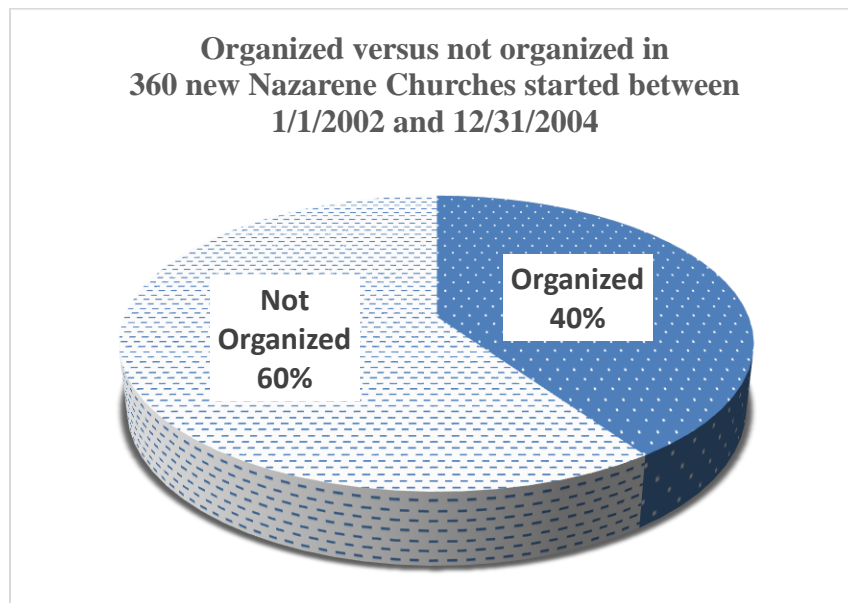
- Whether the churches were still active as defined by the Church of the Nazarene after 10 years.
- Whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years.
- Whether the churches became financially self-supporting within their first five years.

The first two dependent variables, whether the church was active after 10 years (Figure 3) and whether the church was organized within their first 10 years (Figure 4) came directly from data gathered by the GMC. Data concerning if the church ever became financially self-supporting within their first five years (Figure 5) was not available through GMC, but rather the data came from archival data reports completed by district superintendents. Because district superintendents might not have known or were not able to obtain information on whether or not a church in their district ever became financially self-supporting, the researcher was able to collect data on 284 (79%) of the total 360 churches started between January 1, 2002 and December 31, 2004.

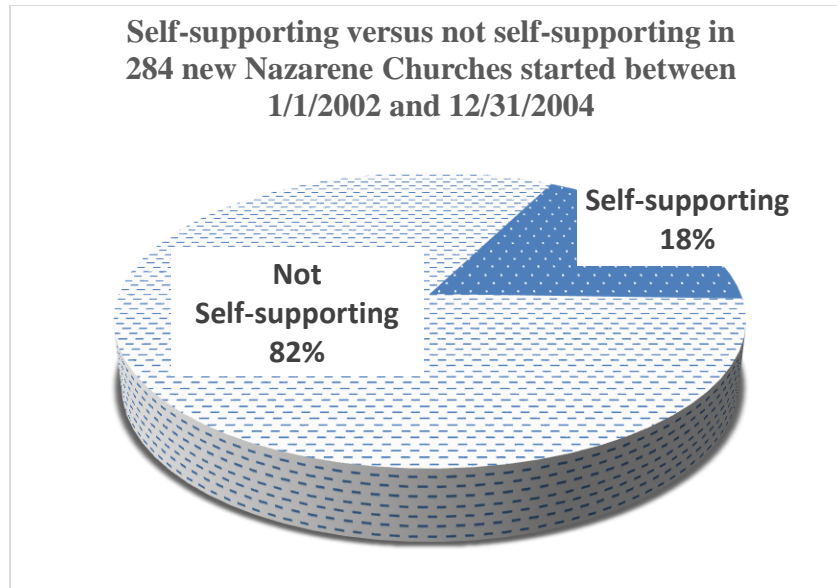




*Figure 3.* Pie Chart Illustrating Active and Inactive Churches.



*Figure 4.* Pie Chart Illustrating Organized and Not Organized Churches.



*Figure 5. Pie Chart Illustrating Self-Supporting and Not Self-Supporting Churches.*

The data from this question was also combined with data from the second research question to check for correlations. The correlation methodology is explained after the research question number four methodology

#### Research Question Number Two

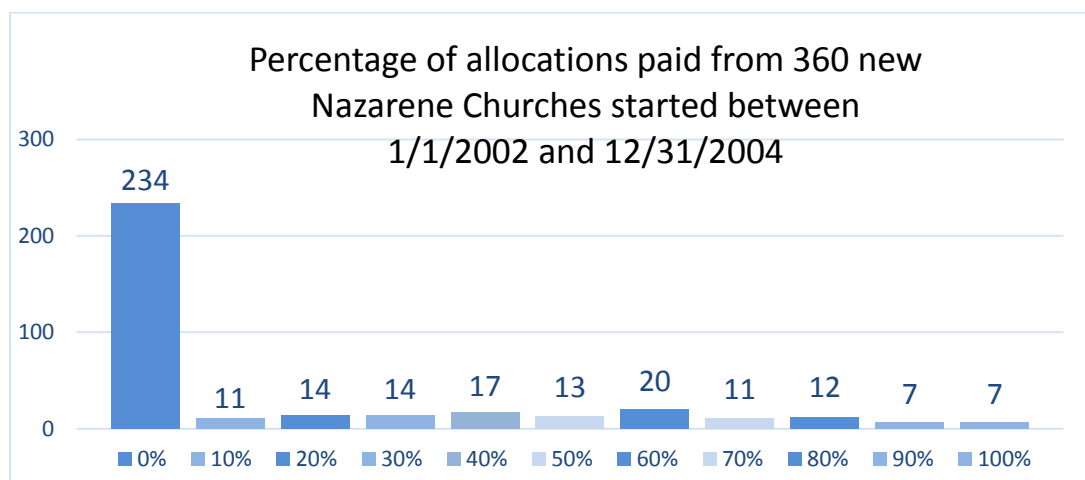
The methodology utilized for research question number two was a descriptive univariate analysis. Descriptive statistics aim to summarize a sample and the observations that have been made about that sample, rather than use the data to learn about the population. More specifically, Witte and Witte (2015), explained univariate analysis is used when the researcher desires to describe the distribution of a single variable. The most conventional ways to describe the data are to use the measures of central tendency (mean, median, and mode) and variability (standard deviation, minimums, maximums, and range). Applying this type of statistical approach is appropriate for question number two because the researcher's purpose was to examine new church development in the

Nazarene denomination in the United States as a whole. The intention was to lay a foundation and set the scene for the current research.

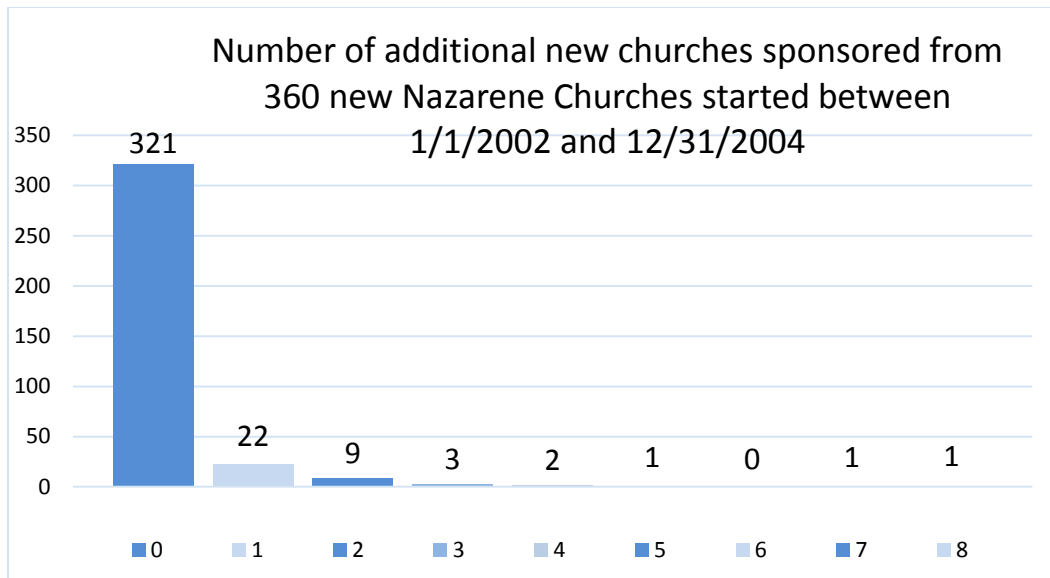
Research question number two, what is the missional productivity of Churches of the Nazarene in the United States that were started between 2002 and 2004, was measured using two dependent variables:

- The percentage of denominational allocations that were paid by each church within their first 10 years.
- The number of additional new churches sponsored by each church within their first 10 years.

The data identifying both of the variables in research question number two; the percentage of denominational allocations that were paid by each church within their first 10 years (Figure 6) and the number of additional new churches sponsored within their first 10 years (Figure 7), were collected from publicly accessible records on the denomination's website.



*Figure 6.* Bar Chart of the Percentage of Allocations Paid.



*Figure 7. Bar Chart of the Number of Additional New Churches Sponsored.*

The data from this question was also combined with data from the first research question to check for correlations. The correlation methodology is explained after the research question number four methodology.

### Research Question Number Three

The methodology utilized for research question number three was a two-way chi-square analysis of independence. Gay, et al. (2012) explained that a two-way chi-square analysis of independence is the appropriate test in analyzing data that includes two groups with nominal dichotomous data. The two-way chi-square analysis of independence was appropriate in measuring the long-term health of new churches because the three dependent variables utilized in the question compared nominal dichotomous data that occurred in the two groups of churches. In addition, the three assumptions of a chi-square test: the sample size represents the population, values of the variable are mutually exclusive, and there are a minimum of five occurrences in each category were satisfied. A separate two-way chi-square analysis of independence was

conducted on each of the three dependent variables. A total of three two-way chi-square analysis of independence tests were conducted to answer research question number three.

Research question number three, what is the relationship between the source of new church developmental supervision and the long-term health of new Churches of the Nazarene, was very similar to research question number one. However, instead of looking at the whole picture, the researcher utilized research question number three to determine if the source of developmental supervision affected the long-term health of the churches. The research question was measured using three dependent variables:

- Whether the churches were still active as defined by the Church of the Nazarene after 10 years.
- Whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years.
- Whether the churches became financially self-supporting within their first five years.

Data that addressed these variables came from various sources. The first two dependent variables, whether the church was active after 10 years and whether the church was organized within their first 10 years came directly from data gathered by the GMC. Data concerning if the church ever became financially self-supporting was not available through GMC, but rather the data came from archival data reports completed by district superintendents. Because district superintendents might not have known or were not able to obtain information on whether a church in their district ever became financially self-supporting, the researcher was able to collect data 284 of the total 360 churches started

between January 1, 2002 and December 31, 2004. Table 2 shows a two-way chi-square analysis of independence of long-term segregated into the two sources of developmental supervision.

Table 2

*Long-Term Health and Source of Developmental Supervision*

Dependent variables				
being measured	Nazarene	Third-party	$X^2$	$\phi$
Active	101	46	34.78	.000
	(73.5)	(73.5)		
Inactive	79	134		
	(106.5)	(106.5)		
Organized	89	56	12.58	.000
	(72.5)	(72.5)		
Not Organized	91	124		
	(107.5)	(107.5)		
Self-supporting	44	7	32.08	.000
	(25.7)	(25.3)		
Not self-supporting	99	134		
	(117.3)	(115.7)		

*Note.* Expectancy counts appear in parentheses.

Research Question Number Four

The methodology utilized for research question number four was an independent samples *t*-test. Salkind (2014) explained that an independent samples *t*-test is appropriate

in analyzing data from two groups with continuous ordinal, interval or ratio data. The independent samples *t*-test was appropriate in measuring the missional productivity of new churches because the two dependent variables utilized in the question compared continuous ratio data that occurred in the two groups of churches.

Research question number four, what is the relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene, was very similar to research question number two except now instead of looking at the whole picture, the researcher looked at if the source of developmental supervision affected the missional productivity of the churches. The research question was measured using two dependent variables:

- The percentage of denominational allocations that were paid by each church within their first 10 years.
- The number of additional new churches sponsored by each church within their first 10 years.

The data identifying both of the dependent variables in research question number four; the percentage of denominational allocations that were paid by each church within their first 10 years and the number of additional new churches sponsored within their first ten years, was collected from publicly accessible records on the denomination's website. Table 3 shows an independent samples *t*-test of missional productivity segregated into the two sources of developmental supervision.

Table 3

*Missional Productivity and Source of Developmental Supervision*

Dependent variable	Source of Developmental Supervision		<i>t</i>	<i>df</i>
	Nazarene	Third-party		
Percentage of allocations paid	25.30 (31.95)	10.24 (22.52)	5.17	358
Number of additional sponsored churches	.28 (.97)	.15 (.62)	1.490	358

*Note.* Standard deviations appear in parentheses.

## Correlation of Variables Pairwise Comparisons

After answering the four research questions of this study, the researcher sought to use the obtained data and gain more insights. The researcher wanted to determine if there was correlation between the five dependent variables of long-term health and missional productivity (three variables contained in research question number one and two variables contained in research question number two). Dependent variables one, two and three were already reported as nominal data (yes/no) and because of this the highest level of correlation that could be conducted was a correlation observation using the phi coefficient, pairwise comparison. Therefore, since the researcher needed all the variables to be represented in nominal form, dependent variables four and five, only for this correlation test, were converted to nominal data.



For instance, in variable four instead of reporting the percentage of denominational allocations paid, the researcher assigned a 1 if annual denominational allocations were paid at least once within their first 10 years and a 2 if denominational allocations were not paid for a single year within their first 10 years. Variable five was treated in the same manner. Instead of reporting the number of additional new churches sponsored, the researcher identified a 1 if the church sponsored at least one additional new church within their first 10 years and a 2 if no additional new churches were sponsored within their first 10 years. The five variables that were correlated were:

- Was the church active (yes / no)?
- Was the church organized (yes / no)?
- Was the church self-supporting (yes / no)?
- Did the church pay allocations at least one year (yes / no)?
- Did the church sponsor at least one additional new church (yes / no)?

The researcher conducted a total of 10 (2 x 2) correlated observations, also known as pairwise comparisons, between the combined five variables of long-term health and missional productivity. The specific 10 pairwise comparisons were between:

- Active and organized
- Active and self-supporting
- Active and allocations
- Active and sponsorship
- Organized and self-supporting
- Organized and allocations
- Organized and sponsorship

- Self-supporting and allocations
- Self-supporting and sponsorship
- Allocations and sponsorship.

Yockey (2011) explained the unique relationship of 2x2 correlation observations, “For 2 x 2 tables only, Cramer’s V is also known as the phi coefficient, which is equal to the Pearson r correlation coefficient between two dichotomous variables” (p. 212). A correlation observation determining a phi coefficient for each pairwise comparison was conducted and a correlation matrix was used to organize the phi coefficient values.

### Limitations

The researcher identified the following limitations that may have had some degree of influence on the interpretation of the findings of the study. The limitations represent challenges to the generalizability to all new churches that are within the developmental phase of their existence.

The first limitation originated from the study’s focus on one denomination. Denominations often maintain customized church development systems unique to their own government and polity. The study’s data collection from one denomination could have potentially created a limitation in its generalizability to other denominations that utilize different church development systems.

The second limitation came from a change in statistical reporting within the Church of the Nazarene regarding new church sponsorship. Prior to 2009 the Church of the Nazarene maintained statistics of churches involved in sponsorship with a *yes/no*. In 2009 the denomination began recording the actual number of additional new churches sponsored by a given church. Prior to 2009 when the GMC recorded a *yes* for church

sponsorship, that meant the church could have actually sponsored one or several additional new churches. In this study, a yes only received credit for one church sponsored. The change in statistical recording created a limitation in the measurement of missional productivity due to the inability to measure if more than one additional new church was sponsored prior to 2009.

The third limitation had to do with some new churches that were reported to the denomination as new churches that were actually satellites (extensions) of sponsor churches with no intent to ever become autonomous churches. Satellites represent a limitation because there is no potential for them to fulfill the dependent variables of being organized churches or being financially self-supporting due to their relationship with sponsoring churches.

The fourth limitation came from new churches leaving the denomination during the developmental process. Churches that left the denomination would have appeared on the registry of new churches that was provided by the Research Department of the GMC of the Church of the Nazarene, but their eventual removal reflected as a closure that resulted in a failed attempt at starting the new churches.

### Summary

The purpose of this research was to examine the relationship between new Churches of the Nazarene that were supervised by sources from within the denomination with those that were supervised by third-party church development agencies. Chapter III presented the research design, population, data collection procedure, analytical methods, and the identified limitations of this study. The data collected and analyzed was utilized to provide comprehensive responses to the four research questions of this study.

Chapter IV will utilize the data analysis to explore the implications of church development sources on new Churches of the Nazarene. Based on the findings derived from analysis of the data, conclusions will be made that lead to recommendations intended to increase the long-term health and missional productivity of new churches.

## CHAPTER IV

### FINDINGS AND CONCLUSIONS

#### Introduction

The data gathered in this study established a perspective on the developmental dynamics of new Churches of the Nazarene and the influence various sources of supervision had on them. The purpose of this study was to examine the long-term health and missional productivity of new Churches of the Nazarene based on the source of their developmental supervision. The researcher hypothesized that new churches would embody certain health and missional qualities based on the source of their supervision throughout the developmental phase.

In an effort to determine the effects of various sources of developmental supervision on new Churches of the Nazarene, this study was guided by the following research questions:

1. What is the long-term health of Churches of the Nazarene in the United States that were started between 2002 and 2004?
2. What is the missional productivity of Churches of the Nazarene in the United States that were started between 2002 and 2004?
3. What is the relationship between the source of new church developmental supervision and the long-term health of new Churches of the Nazarene?

H<sub>0</sub>: There is no relationship between the source of new church developmental supervision and the health of new Churches of the Nazarene.

H<sub>1</sub>: There is a relationship between the source of new church developmental supervision and the health of new Churches of the Nazarene.

4. What is the relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene?

H<sub>0</sub>: There is no relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene.

H<sub>1</sub>: There is a relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene.

Chapter II, the literature review, explored the challenges facing denominations in the area of new church development. The unique developmental dynamics of new churches, as revealed in the New Testament, was considered in the context of foster care arrangements for children and leadership proximity in business franchises in order to measure the effectiveness of sources of supervision. The literature review defined the unique relational dynamics involved in the development of new churches that warranted measurement. It was important to align the focus of the research with the mission of the church as defined in the New Testament in order to produce relevant conclusions.

Chapter III provided a comprehensive explanation of the methodology utilized in this study. A detailed explanation was provided regarding the studies' research design, population, data collection, and analytical methods that were used by the researcher. Specifically, the researcher described each question and the dependent variables that were used to answer each question. Because of the nature of the questions and the variables used, data collection varied between questions. Additionally, based on the type of data collected, the analytical method used to evaluate research questions varied.

## Findings

### Research Question Number One

The first research question of this study is: what is the long-term health of Churches of the Nazarene in the United States that were started between 2002 and 2004. To answer research question number one, descriptive statistical data was collected from the Research Department of the Global Ministry Center (GMC) of the Church of the Nazarene, archival data reports from district superintendents within the Church of the Nazarene in the United States, and the GMC website to address the three appropriate dependent variables: whether the churches were still active as defined by the Church of the Nazarene after 10 years, whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within 10 years, and whether the churches became financially self-supporting within their first five years.

Descriptive statistics for the three dependent variables in research question number one are reported in Table 4. The frequency counts revealed that out of the 360 churches started between January 1, 2002 and December 31, 2004, 147 (40.8%) of the churches were still active 10 years later. Church organization data closely mirrors that of

active data. From the same 360 churches, 145 (40.3%) became officially organized at sometime within their first 10 years. Data about whether a church ever became financially self-supporting within their first five years was obtained from 284 (78.9%) of the 360 churches. Of the 284 reporting churches, 51 (18.0%) reported becoming financially self-supporting within their first five years.

Table 4

*Frequency Distribution of Long-Term Health*

Dependent variable	Category	<i>F</i>	Percentage of total reported
Whether the church is active	(1) Yes	147	40.8
	(2) No	213	59.2
	<i>N</i> reported	360	100.0
Whether the church is organized	(1) Yes	145	40.3
	(2) No	215	59.7
	<i>N</i> reported	360	100.0
Whether the church is self-supporting	(1) Yes	51	18.0
	(2) No	233	82.0
	<i>N</i> reported	284	100.0

Research Question Number Two

The second research question of this study is: what is the missional productivity of Churches of the Nazarene in the United States that were started between 2002 and 2004. To answer research question number two, descriptive statistical data was collected from the GMC website to address the two appropriate dependent variables: the percentage of denominational allocations that were paid by each church within their first 10 years and the number of additional new churches sponsored by each church within their first 10 years.



Table 5 displays the measures of central tendency (mean, median, and mode) and variability (standard deviation and range) for each of the two dependent variables in research question number two. The descriptive statistics in Table 5 show that out of the 360 newly started churches 126 (35%) paid any portion of their assigned denominational allocations. The mean denominational allocations paid within the first 10 years were 17.78%. When examining the number of newly started churches, Table 5 indicates out of the 360 churches there were 77 additional churches sponsored, resulting in an average of .21 sponsorships per newly started church.

Table 5

*Frequency Distribution of Missional Productivity*

	Dependent Variable	
	Denominational allocations paid the first 10 years	Additional new churches sponsored the first 10 years
<i>N</i>		
participation	126.00	39.00
abstained	234.00	321.00
total	360.00	360.00
Mean	17.78	0.21
Median	0.00	0.00
Mode	0.00	0.00
Standard deviation	28.64	0.82
Variance	820.68	0.66
Range	100.00	8.00
Minimum	0.00	0.00
Maximum	100.00	8.00
Sum		77.00

Table 6 specifically shows data focused on the percentage of denominational allocations that were paid by each church within their first 10 years. Seven (1.9%) of the 360 newly started churches paid 100% of their denominational allocations and 70 (19.4%) of the 360 newly started churches paid at least 50% of their denominational allocations. However, the majority, 234 (65%) of the 360 newly started churches, did not pay even one year of their assigned denominational allocations within their first 10 years.

Table 6

*Frequency Distribution of Percentage of Allocations Paid*

Percentage of allocations paid	Frequency	Cumulative frequency	%	Cumulative %
0	234	234	65.0	65.0
10	11	245	3.1	68.1
20	14	259	3.9	71.9
30	14	273	3.9	75.8
40	17	290	4.7	80.6
50	13	303	3.6	84.2
60	20	323	5.6	89.7
70	11	334	3.1	92.8
80	12	346	3.3	96.1
90	7	353	1.9	98.1
100	7	360	1.9	100
<i>N</i>	360		100	

Data concerning the number of new churches is the focus of Table 7 and shows that 39 (10.8%) did sponsor at least one additional church. The 39 churches that did participate in sponsoring an additional new church averaged 1.97 churches sponsored. However, the majority, 321 (89.2%) of the 360 newly started churches did not sponsor a church within their first 10 years.

Table 7

*Frequency Distribution of Additional New Churches Sponsored*

Number of additional new churches sponsored	Frequency	Cumulative frequency	%	Cumulative %
0	321	321	89.2	89.2
1	22	343	6.1	95.3
2	9	352	2.5	97.8
3	3	355	.8	98.6
4	2	357	.6	99.2
5	1	358	.3	99.4
6	0	358	0.0	99.4
7	1	359	.3	99.7
8	1	360	.3	100.0
<i>N</i>	360		100.0	

Research Question Number Three

The third research question of this study is: what is the relationship between the source of new church developmental supervision and the long-term health of new Churches of the Nazarene. In order to answer research question number three,

dichotomous data was collected from the GMC, archival data reports from district superintendents, the GMC website, and both Nazarene and third-party leadership. The data regarding sources of developmental supervision was utilized in analyzing the three measures of long-term church health: whether the churches were still active as defined by the Church of the Nazarene after 10 years, whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within 10 years, and whether the churches became financially self-supporting within their first five years.

Dependent variable number one: whether the churches were still active as defined by the Church of the Nazarene after 10 years, was addressed in research question number three. A two-way chi-square analysis of independence test was conducted and analyzed,  $\chi^2(1) = 34.78, p < .001$ , which means the null hypothesis was rejected and the alternative hypothesis was accepted. Therefore, there was found to be a statistically significant difference between the amount of active churches that were started by Nazarene sources of developmental supervision and the amount of active churches started by third-party sources of developmental supervision.

Table 8 displays the results of a crosstabulation of the two dichotomous groupings regarding whether churches remained active after their first 10 years. Of the 180 new churches that received developmental supervision from Nazarene sources, 101 were still active after their first 10 years. Of the 180 new churches that received developmental supervision from third-party sources, 46 were still active after their first 10 years. Since the dichotomous data was evenly distributed, the expected count for both groupings was the same at 73.5.

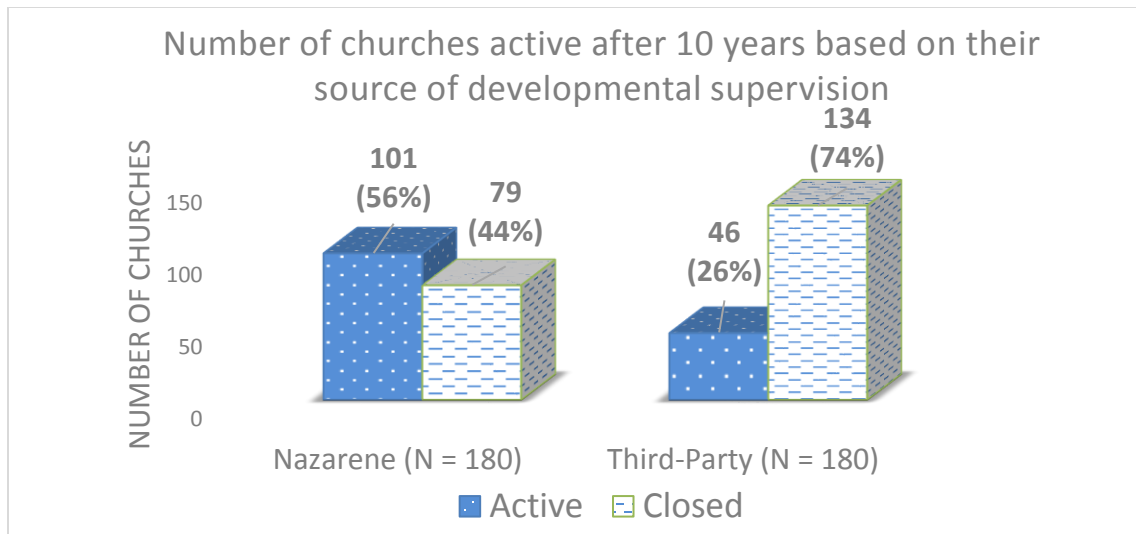
Table 8

*Church Activity Based on Source of Developmental Supervision*

Active after 10 years	Nazarene	Third-party	$\chi^2$	$\phi$
Yes	101 (73.5)	46 (73.5)	34.78	.000
No	79 (106.5)	134 (106.5)		

*Note.* Expectancy counts appear in parentheses.

Figure 8 displays the results of the crosstabulation between the dichotomous groupings regarding whether churches remained active after their first 10 years in the form of a bar chart. Of the 180 new churches that received developmental supervision from Nazarene sources, 101 (56%) were active after 10 years, while 79 (44%) were not. Of the Of the 180 churches that received developmental supervision from third-party sources, 46 (26%) were active after 10 years, while 134 (74%) were not active.



*Figure 8. Bar Chart of Church Activity Based on Source of Developmental Supervision.*

Dependent variable number two: whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years, was addressed in research question number three. A two-way chi-square analysis of independence was conducted and analyzed,  $\chi^2(1) = 12.58, p < .001$  which means the null hypothesis was rejected and the alternative hypothesis was accepted. Therefore, there was found to be a statistically significant difference between the number of organized churches that were started by Nazarene sources of developmental supervision and the number of organized churches started by third-party sources of developmental supervision.

Table 9 displays the results of a crosstabulation of the two dichotomous groupings regarding whether churches fulfilled the requirements as defined by the Church of the Nazarene to become organized within their first 10 years. Of the 180 new churches that received developmental supervision from Nazarene sources, 89 fulfilled the requirements to become organized churches within their first 10 years, while 91 did not. Of the 180 new churches that received developmental supervision from third-party sources, 56

fulfilled the requirements to become organized churches within their first 10 years, while 124 did not. Since the dichotomous data was evenly distributed between the two sources of developmental supervision, the expected count for both groupings was the same at 72.5.

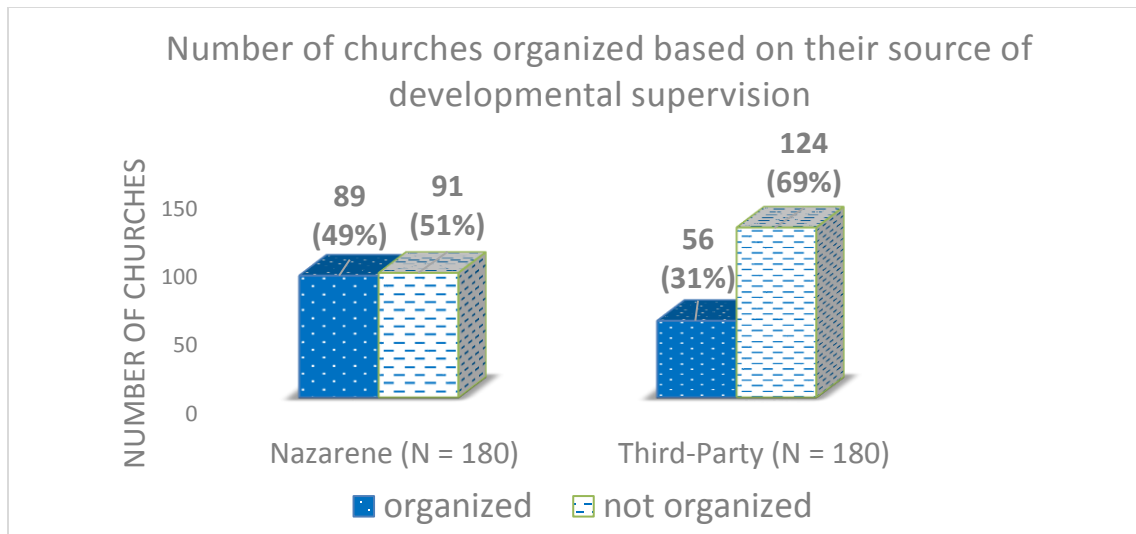
Table 9

*Church Organization Based on Source of Developmental Supervision*

Organized	Nazarene	Third-party	$\chi^2$	$\phi$
Yes	89 (72.5)	56 (72.5)	12.58	.000
No	91 (107.5)	124 (107.5)		

*Note.* Expectancy counts appear in parentheses.

Figure 9 displays the results of the crosstabulation between the dichotomous groupings regarding whether churches fulfilled the requirements as defined by the Church of the Nazarene to become organized churches within their first 10 years in the form of a bar chart. Of the 180 new churches that received developmental supervision from Nazarene sources, 89 (49%) fulfilled the requirements as defined by the Church of the Nazarene to become organized churches within their first 10 years, while 91 (51%) did not. Of the 180 churches that received developmental supervision from third-party sources, 56 (31%) fulfilled the requirements as defined by the Church of the Nazarene to become organized churches within their first 10 years, while 124 (69%) did not become organized.



*Figure 9.* Bar Chart of Church Organization Based on Source of Developmental Supervision.

Dependent variable number three: whether the churches became financially self-supporting within their first five years, was addressed in research question number three. A two-way chi-square analysis of independence was conducted. The data analyzed and the results were  $\chi^2(1) = 32.08, p < .001$  which means the null hypothesis was rejected and the alternative hypothesis was accepted. Therefore, there was found to be a statistically significant difference between the amount of self-supporting churches that were started by Nazarene sources of developmental supervision and the amount of self-supporting churches started by third-party sources of developmental supervision.

Table 10 displays the results of a crosstabulation of the two dichotomous groupings regarding whether churches were financially self-supporting within their first five years. Of the reported 143 new churches that received developmental supervision from Nazarene sources, 44 were self-supporting within their first five years, while 99 were not. Of the reported 141 new churches that received developmental supervision from third-party sources, seven were self-supporting within their first five years, while



134 were not. The expected number of churches to become self-supporting within their first five years between the two groups was very close at 25.7 (Nazarene-supervised) and 25.3 (third-party-supervised). Nazarene-supervised churches exceeded the expected count by 18.3, while third-party-supervised churches fell short of the expected count by 18.3. The actual number of churches that were reported to have become self-supporting within their first five years compared to the expected numbers of self-supporting churches produced a range of 36.6.

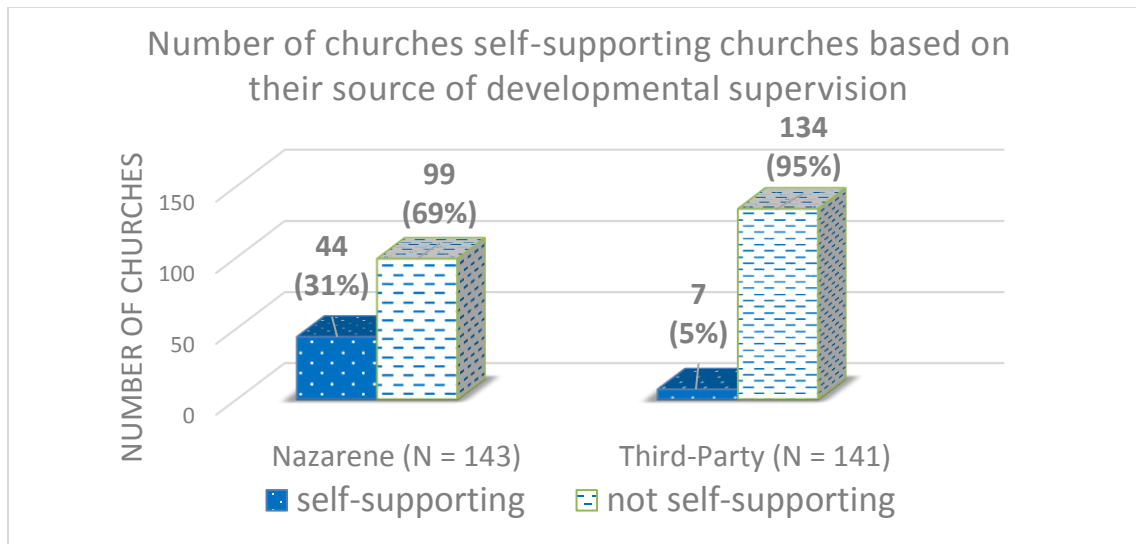
Table 10

*Self-Supporting Churches Based on Source of Developmental Supervision*

Self-supporting within five years	Nazarene	Third-party	$\chi^2$	$\phi$
Yes	44 (25.7)	7 (25.3)	32.08	.000
No	99 (117.3)	134 (115.7)		

*Note.* Expectancy counts appear in parentheses.

Figure 10 displays the results of the crosstabulation between the dichotomous groupings regarding whether churches were financially self-supporting within their first five years in the form of a bar chart. Of the reported 143 new churches that received developmental supervision from Nazarene sources, 44 (31%) became self-supporting within their first five years, while 99 (69%) did not. Of the reported 141 churches that received developmental supervision from third-party sources, 7 (5%) became self-supporting within their first five years, while 134 (95%) did not become self-supporting.



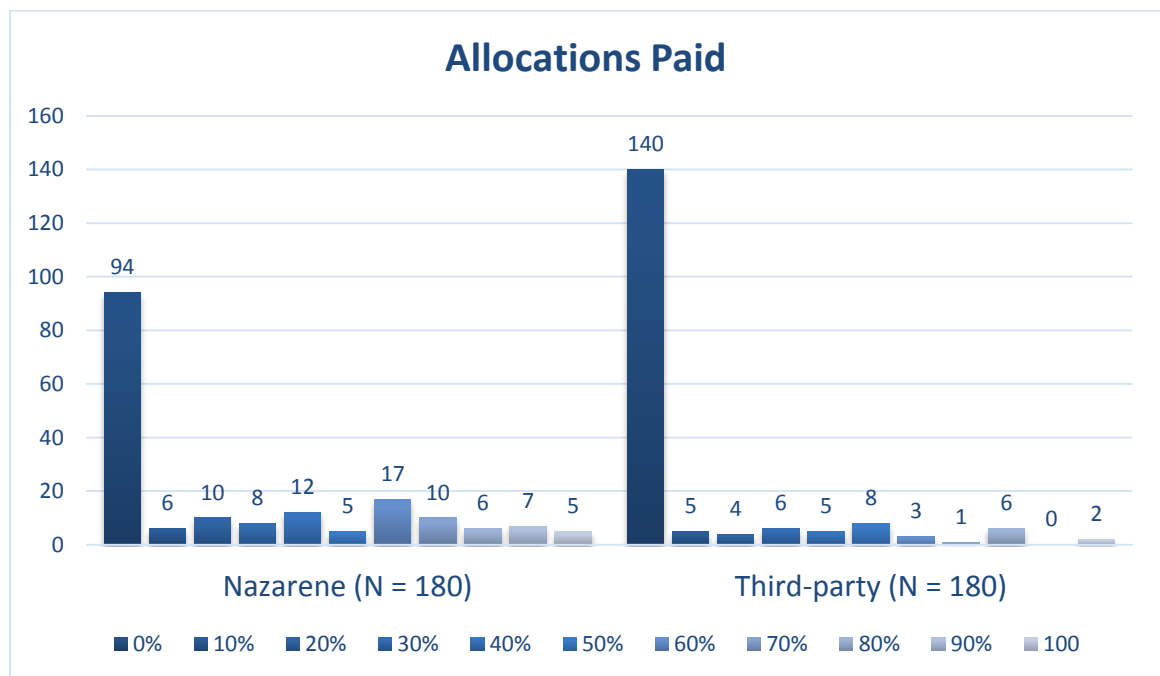
*Figure 10.* Bar Chart of Self-Supporting Churches Based on Source of Developmental Supervision.

There was a statistically significant difference in each of the three dependent variables included in research question number three that focused on the long-term health of the new churches.

#### Research Question Number Four

The fourth research question of the study is: what is the relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene. In order to answer research question number four, continuous ratio data was collected from the Nazarene website, and both Nazarene and third-party leadership. The data regarding sources of developmental supervision was utilized in analyzing the two measures of church missional productivity: the percentage of denominational allocations that were paid by each church within their first 10 years and the number of additional new churches sponsored by each church within their first 10 years.

Dependent variable number four: the percentage of denominational allocations that were paid by each church within their first 10 years, was addressed in research question number four. Figure 11 shows the frequency distribution for the percentage of denominational allocations that were paid by each church within their first 10 years organized by the developmental source of supervision. Out of the 180 Nazarene developmentally supervised churches, 86 (48%) churches participated in paying their denominational allocations at least one year. Considering only those 86 churches who participated, they paid an average of 53.02% over their first 10 years. When compared to the 180 third-party developmentally supervised churches, 40 (22%) churches participated in paying their denominational allocations at least one year. Considering only those 40 churches who participated, they paid an average of 46.00% over their first 10 years.



*Figure 11.* Bar Chart of the Percentage of Allocations Paid Based on Source of Developmental Supervision.

Table 11

*Allocations Paid Based on Source of Developmental Supervision*

Dependent variable	Source of Developmental Supervision		<i>t</i>	<i>df</i>	<i>φ</i>
	Nazarene	Third-party			
Percentage of allocations paid	25.30 (31.95)	10.24 (22.52)	5.17	358	.000

*Note.* Standard deviations appear in parentheses.

While the percentages of denominational allocations paid within the first 10 years look fairly close between the groups of Nazarene developmentally supervised churches who paid some of their denominational allocations and the third-party developmentally supervised churches who paid some of their denominational allocations, when comparing the percentage of denominational allocations paid to the entire amount of new starts the difference is statistically significant.

When the independent samples *t*-test was conducted and analyzed, the mean denominational allocations paid by churches with Nazarene sources of supervision within the first 10 years was 25.30% (*SD* 31.95) and the mean denominational allocations paid by churches with third-party sources of supervision within the same 10 years was 10.24% (*SD* 22.53). According to the *t*-test, the *p*-value calculated to be  $< .001$  which means the null hypothesis was rejected and the alternative was accepted. The evidence displayed in Table 11 reflects that there is a statistically significant difference between the denominational allocations paid within the first 10 years between the two groups of churches based on the sources of their developmental supervision  $t_{(358)} = 5.17, p < .001$ ,

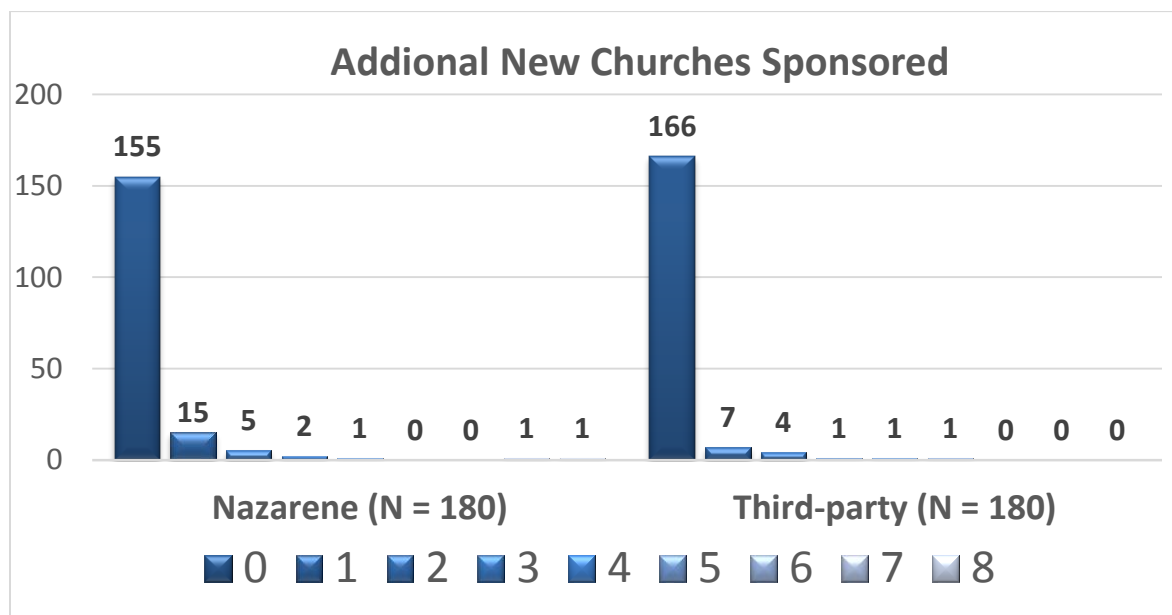
$d = .547$ . Therefore, there was found to be a statistically significant difference between the amount of denominational allocations paid by churches that were started by Nazarene sources of developmental supervision and the amount of denominational allocations paid by third-party sources of developmental supervision. Furthermore, the effect size ( $d$ ) of .547 indicates the difference between the two groups of churches was substantial (Cohen, 1988). New churches that were started with Nazarene developmental supervision are more likely to pay denominational allocations than churches started with third-party developmental supervision. The churches with Nazarene sources of developmental supervision have a statistically significantly higher percentage of denominational allocations that were paid by each church within their first 10 years than third-party sources of developmental supervision.

Dependent variable number five: the number of additional new churches sponsored by each church within their first 10 years was address in the fourth research question. Figure 12 shows the frequency distribution for the number of new churches sponsored within the first 10 years by their developmental source of supervision.

Out of the 180 Nazarene developmentally supervised churches, 25 churches participated in sponsoring at least one additional churches resulting in 50 churches sponsored. Considering only those 25 churches who sponsored at least one additional church the average number of churches they sponsored was 2.0.

When compared to the 180 third-party developmentally supervised churches, 14 churches participated in sponsoring at least one additional church resulting in 27 churches sponsored. Considering only those 14 churches who sponsored at least one additional church the average number of churches they sponsored was 1.9.

There is not a statistically significant difference between the numbers of additional new churches sponsored between the two sources of developmentally supervised churches. However, when further examining the data, the researcher discovered something interesting. Out of the 180 Nazarene developmentally supervised churches, they sponsored 50 additional new churches, which resulted in an overall average of each new Nazarene developmentally supervised church sponsoring .28 of a church. Out of the 180 third-party developmentally supervised churches, they sponsored 27 additional new churches, which resulted in an overall average of each new third-party developmentally supervised church sponsoring .15 of a church. At this current rate it will take four new Nazarene developmentally supervised churches to sponsor an additional new church compared to seven new third-party developmentally supervised churches to sponsor an additional new church.



*Figure 12.* Bar Chart of the Number of Sponsored Churches Based on Source of Developmental Supervision.

Table 12

*Churches Sponsored Based on Source of Developmental Supervision*

Dependent variable	Source of Developmental Supervision		<i>t</i>	<i>df</i>	<i>φ</i>
	Nazarene	Third-party			
Number of additional sponsored churches	.28 (.97)	.15 (.62)	1.490	358	.137

*Note.* Standard deviations appear in parentheses.

When the independent samples *t*-test was conducted and analyzed, the mean of churches with Nazarene sources of supervision was .28 (*SD* .97) and the mean of churches with third-party sources of supervision was .15 (*SD* .62). According to the *t*-test, the *p*-value calculated to be .14 which means the null hypothesis failed to be rejected. Table 12 displays the *t*-test results that revealed there was not enough evidence to suggest that there is a statistically significant difference between the additional numbers of new churches sponsored between the two groups of churches based on sources of developmental supervision.  $t_{(358)} = 1.49$ ,  $p = .137$ ,  $d = .157$ . The effect size (*d*) of .157 supports that the results of the data analysis of the two groups are not significant. There was a statistically significant difference in only one of the two dependent variables included in research question number four that focused on the missional productivity of the new churches.

#### Correlation of Variables Pairwise Comparisons

The researcher was also interested in the relationship between the combined five variables of the study. Therefore, phi coefficient correlations were conducted between

two variables at a time, which is called *pairwise comparisons* (Cohen, 1988). The phi coefficient values are located in Table 13 which is a correlation matrix.

Cohen (1988) wrote the most accepted and realistic guidelines for interpreting correlation coefficients. Remembering that a score of 0 means no correlation and a score of 1 means perfect correlation, Cohen ranked correlations into one of three categories with the following minimum scores:

- Small, a minimum score of .10 suggest there is a minimum relationship, when plotted on a scatterplot there would be some alignment, but not much.
- Moderate, a minimum score of .30 suggest there is definite linear relationship between the variables, there would be more alignment on a scatterplot than with a small correlation, but there is still a great amount of scatter on the plot.
- Large, a minimum score of .50 suggest that there is a predictable relationship between the variables, there would not be much scatter on the plot.

Table 13

*Correlation Matrix of All Variables*

	Active	Organized	Self-supporting	Allocations	Sponsorship
Active	1.000	.482	.535	.883	.420
Organized	.482	1.000	.325	.502	.206
Self-supporting	.535	.325	1.000	.522	.288
Allocations	.883	.502	.522	1.000	.419
Sponsorship	.420	.206	.288	.419	1.000



#### Relationship between active and organized.

The 360 new churches were examined in order to measure a possible relationship between the variables of whether a church had maintained active status after 10 years of being started and whether a church had become organized within its first 10 years. A correlation observation using the phi coefficient, pairwise comparison, was conducted, resulting in  $r_{\phi}(358) = .482, p < .001$ , which is a moderate correlation of .482.

Additionally, the crosstabulation analysis revealed that the 101 churches that were both active after 10 years and organized within 10 years nearly doubled the expected value of 59.2, which is 171% of the anticipated outcome.

#### Relationship between active and self-supporting.

The 284 new churches were examined in order to measure a possible relationship between the variables of whether a church had maintained active status after 10 years and whether a church had become self-supporting within their first five years. A correlation observation using the phi coefficient, pairwise comparison, was conducted, resulting in  $r_{\phi}(282) = .535, p < .001$ , which is a large correlation of .535. Additionally, the crosstabulation analysis revealed that the 38 churches that were both active after 10 years and self-supporting within their first five years was nearly three times the expected value of 12.8, which is 297% of the anticipated outcome.

#### Relationship between active and allocations.

The 360 new churches were examined in order to measure a possible relationship between the variables of whether a church had maintained active status after 10 years and whether a church had paid its denominational allocations at least one year (10%) of its first 10 years. A correlation observation using the phi coefficient, pairwise comparison,

was conducted, resulting in  $r_{\phi}(358) = .883, p < .001$ , which is a very large correlation of .883. Additionally, the crosstabulation analysis revealed that the 126 churches that were both active after 10 years and paid at least 10% of their denominational allocations exceeded the expected value of 51.5, which is 247% of the anticipated outcome. The analysis produced an expected count of 74.6 churches that should have closed, but the actual number that did close was zero.

#### Relationship between active and sponsorship.

The 360 new churches were examined in order to measure a possible relationship between the variables of whether a church had maintained active status after 10 years and whether a church had sponsored an additional new church within its first 10 years. A correlation observation using the phi coefficient, pairwise comparison, was conducted, resulting in a  $r_{\phi}(358) = .420, p < .001$ , which is moderate correlation of .420. Additionally, the crosstabulation analysis revealed that the 39 churches that were both active after 10 years and had sponsored an additional new church within their first 10 years more than doubled the expected value of 15.9, which is 245% of the anticipated outcome. The analysis produced an expected count of 23.1 churches that should have closed, but the actual number that did close was zero.

#### Relationship between organized and self-supporting.

The 284 new churches were examined in order to measure a possible relationship between the variables of whether a church had become organized within its first 10 years and whether a church had become self-supporting within its first five years. A correlation observation using the phi coefficient, pairwise comparison, was conducted, resulting in  $r_{\phi}(282) = .325, p < .001$ , which is a moderate correlation of .325. Additionally, the

crosstabulation analysis revealed that the 34 churches that were both organized within their first 10 years and became self-supporting within their first five years nearly doubled the expected value of 17.2, which is 198% of the anticipated outcome.

#### Relationship between organized and allocations.

The 360 new churches were examined in order to measure a possible relationship between the variables of whether a church had become organized within its first 10 years and whether a church had paid its denominational allocations at least one year (10%) of its first 10 years. A correlation observation using the phi coefficient, pairwise comparison, was conducted, resulting in  $r_{\phi}(358) = .502, p < .001$ , which is a large correlation of .502. Additionally, the crosstabulation analysis revealed that the 93 churches that were both organized within their first 10 years and paid their yearly denominational allocations at least once within their first 10 years nearly doubled the expected value of 50.8, which is 183% of the anticipated outcome.

#### Relationship between organized and sponsorship.

The 360 new churches were examined in order to measure a possible relationship between the variables of whether a church had become organized within its first 10 years and whether a church had sponsored an additional new church within its first 10 years. A correlation observation using the phi coefficient, pairwise comparison, was conducted, resulting in  $r_{\phi}(358) = .206, p < .001$ , which is a small correlation of .206. Additionally, the crosstabulation analysis revealed that the 27 churches that were both organized within their first 10 years and had sponsored an additional new church within their first 10 years nearly doubled the expected value of 15.7, which is 172% of the anticipated outcome.

#### Relationship between self-supporting and allocations.

The 284 new churches were examined in order to measure a possible relationship between the variables of whether a church had become self-supporting within its first five years and whether a church had paid its denominational allocations at least one year (10%) within its first 10 years. A correlation observation using the phi coefficient, pairwise comparison, was conducted, resulting in  $r_{\phi}(282) = .522, p < .001$ , which is a large correlation of .522. Additionally, the crosstabulation analysis revealed that the 34 churches that became self-supporting within their first five years and paid denominational allocations at least once within their first 10 years more than tripled the expected value of 10.8, which is 315% of the anticipated outcome.

#### Relationship between self-supporting and sponsorship.

The 284 new churches were examined in order to measure a possible relationship between the variables of whether a church had become self-supporting within its first five years and whether a church had sponsored an additional new church within its first 10 years. A correlation observation using the phi coefficient, pairwise comparison, was conducted, resulting in  $r_{\phi}(282) = .288, p < .001$ , which is a small correlation of .288. Additionally, the crosstabulation analysis revealed that the 12 churches that became self-supporting within their first five years and sponsored an additional church within their first 10 years nearly tripled the expected value of 3.8, which is 316% of the anticipated outcome.

#### Relationship between allocations and sponsorship.

The 360 new churches were examined in order to measure a possible relationship between the variables of whether a church had paid its denominational allocations at least

one year (10%) of its first 10 years and whether a church had sponsored an additional new church within its first 10 years. A correlation observation using the phi coefficient, pairwise comparison, was conducted, resulting in  $r_{\phi}(358) = .419, p < .001$ , which is a moderate correlation of .419. Additionally, the crosstabulation analysis revealed that the 36 churches that had both paid denominational allocations at least once within their first 10 years and sponsored an additional church more than doubled the expected value of 13.7, which is 263% of the anticipated outcome.

### Conclusions

The researcher examined the collected data in an effort to identify insights and recommend strategies that influenced growth, between 2002-2004, in the Church of the Nazarene as a denomination.

#### Research Question Number One

Research question number one examined the long-term health of all 360 Churches of the Nazarene in the United States that were started between January 1, 2002 and December 31, 2004. The three dependent variables utilized to answer research question number one provided a contextual understanding of the long-term health of new churches that were started within the scope of time examined in this study. Based on the analysis of the dependent variables, the researcher was able to systematically arrive at conclusions that affectively answered research question number one.

The three dependent variables that were utilized to answer research question number one included: whether the churches were still active as defined by the Church of the Nazarene after 10 years, whether the churches successfully completed requirements to

become organized as defined by the Church of the Nazarene within their first 10 years, and whether the churches became financially self-supporting within their first five years.

Statistical frequency counts of the three dependent variables utilized to answer research question number one provided a contextual understanding of the long-term health of new churches that were started within the scope of time examined in this study. Based on the analysis of the dependent variables of question number one of this study the researcher observed that there could have been a relationship between the first two variables where one variable influenced the other. Out of the 360 total churches examined, 147 (41%) remained active after 10 years and 145 (40%) became organized after 10 years. The small margin of difference between the variable that examined the number of active churches after 10 years and the variable that examined the number of organized churches within 10 years suggest there was mutual influence on both variables. For instance, if the number of churches that reached organization increased, the number of active churches after 10 years increased as well, because churches would have been active before they were organized. Conversely, if the number of churches that became active increased, the number of organized churches did not necessarily increase.

Archival data reports collected from district superintendents produced data utilized to analyze the third variable that measured whether churches were self-supporting within their first five years. The reports produced results for 284 churches with 51 (18%) becoming self-supporting within their first five years and 233 (82%) not becoming self-supporting.

Increasing the number of churches that became financially self-supporting within their first five years would have likely resulted in higher numbers of churches that

remained active after 10 years, and more churches would have become organized within their first 10 years.

#### Research Question Number Two

Research question number two examined the missional productivity of all 360 Churches of the Nazarene in the United States that were started between January 1, 2002 and December 31, 2004. The two dependent variables utilized to answer research question number two provided a contextual understanding of the missional productivity of new churches that were started within the scope of time examined in this study.

The two dependent variables that were utilized to answer research question number two included: the percentage of denominational allocations that were paid by each church within their first 10 years, and the number of additional new churches sponsored by each church within their first 10 years.

Statistical frequency counts of the fourth dependent variable revealed that of the 360 reporting churches, 126 (35%) churches participated in paying denominational allocations at least one year within their first 10 years, while the remaining 234 (65%) churches did not pay any of their assigned annual denominational allocations within their first 10 years. Allocation payment was arranged in a cumulative frequency distribution that included class intervals ranging from 0% to 100% by tens. The distribution of churches that did pay some amount of denominational allocations was somewhat equally distributed across the frequency spectrum with only seven churches paying 100% of their denominational allocations.

Statistical frequency counts of the fifth dependent variable revealed that of the 360 churches reporting, 39 (10.8%) churches participated in sponsoring another new

church within their first 10 years, while the remaining 321 (89.2%) churches did not participate in sponsoring any additional church within their first 10 years. Church sponsorship was arranged in a cumulative frequency distribution that included class intervals ranging from zero to eight. The distribution of churches that did sponsor at least one additional new church revealed that 22 churches had sponsored one additional new church and the remaining churches that had sponsored were somewhat equally distributed with the highest number of sponsorships being eight by one church.

The fifth variable that examined church sponsorship could have been affected by the large number of 213 (59.2%) churches that were not able to remain active for their first 10 years. Since these churches were not able to remain viable themselves, it was not likely that they would have the strength and stability to sponsor an additional new church. Additionally, of the 360 churches examined in this study only 51 (17.9%) were able to reach self-supporting status in their first five years. The relatively small number of new churches that were able to meet their own financial needs made the potential for sponsorship of additional churches even less likely. The fifth variable concerning sponsorship was may have been influenced by the long term health of new churches discovered with the first three variables.

#### Correlation of Variables Pairwise Comparisons

Using the phi coefficient values, the strongest correlation is between whether a church paid at least one year of their denominational allocations within their first 10 years and whether a church remained active after 10 years ( $r_{\phi} = .883$ ).

Based on the findings of the data of all 360 new churches between 2002 and 2004, the researcher observed a very strong relationship between the 145 (40.3%) churches that



were organized within their first 10 years and 126 (35.0%) churches that participated in paying their denominational allocations at least one year within their first 10 years. The similar proportional distribution of churches within each dependent variable suggested a strong likelihood of paralleling influences that revealed relational factors pertinent to the hypothesis that postulated relational factors were the dominant influence in new church health and missional productivity.

A relationship was also suggested between 213 (59.2%) of churches that were no longer active after 10 years and the 234 (65%) churches that did not participate in paying any amount of denominational allocations within their first 10 years. The similar proportional distribution of churches within each dependent variable suggested a strong likelihood of paralleling influences that revealed relational factors pertinent to the hypothesis that postulated relational factors were the dominant influence in new church health and missional productivity.

There are three other correlations between these five variables that Cohen (1988) would consider large. First, whether a church remained active after 10 years and whether a church became self-supporting within their first five years. ( $r_{\phi} = .535$ ). The results suggest that new churches that develop financial viability increase the likelihood of long-term health. Second, whether a church paid at least one year of their denominational allocations within their first 10 years and whether the church became self-supporting within their first five years ( $r_{\phi} = .522$ ). Third, whether a church paid at least one year of their denominational allocations within their first 10 years and whether the church became organized within their first 10 years ( $r_{\phi} = .502$ ).

Research findings further revealed that there was a direct correlation between whether a new church remained active after 10 years and whether a new church sponsored an additional new church within their first 10 years. Analysis of the studies' findings revealed that 100% of all the churches that participated in sponsoring at least one additional new church within their first 10 years remained active after 10 years. The findings from analysis of these variables support the premise of the study that relationship is a very important factor in the long-term health and missional productivity of a new church.

Based on the Nazarene churches started between 2002 and 2004 conducting the phi coefficient correlations revealed that paying any amount of denominational allocations, even as little as once in the 10 years (10%), had a large positive correlation to a church remaining active after 10 years, becoming organized within their first 10 years, becoming self-supporting within their first five years, and sponsorship of an additional church within their first 10 years.

### Research Question Number Three

Research question number three examined the relationship between the source of new church developmental supervision and the long-term health of new Churches of the Nazarene. The three dependent variables utilized to answer research question number three were the same variables utilized in research question number one: whether the churches were still active as defined by the Church of the Nazarene after 10 years, whether the churches successfully completed requirements to become organized as defined by the Church of the Nazarene within their first 10 years, and whether the churches became financially self-supporting within their first five years. The resulting

measures from the three dependent variables were disaggregated into one of two dichotomous groups of churches based on the source of their developmental supervision: sources of developmental supervision from within the Church of the Nazarene and sources of developmental supervision from third-party church development agencies. Comparison between the two dichotomous church groupings produced a contextual understanding of the long-term health of new churches that were started within the scope of time of this study examined based on the source of their developmental supervision.

Dependent variable number one.

Results of the first dependent variable were disaggregated into their source of developmental supervision that included the number of churches active after 10 years which are displayed in Table 8. The crosstabulation revealed that 101 (56%) Nazarene supervised churches remained active after 10 years. The number of Nazarene supervised churches remaining active after 10 years exceeded the expected outcome of 73.5 by 27.5. The number of third-party supervised churches that remained active after 10 years was 46 (25%). The number of third-party supervised churches that became self-supporting within their first five years was below the expected outcome of 73.5 by 27.5.

A chi-square analysis resulted in a statistically significant difference. The research indicated that Nazarene sources of developmental supervision were more effective in starting churches that were successful in staying active for the first 10 years. Additionally, as the first variable was measured in order to answer research question number three, the long-term health of the churches examined in this study was positively influenced by Nazarene sources of developmental supervision.

Dependent variable number two.

Results of the second dependent variable were disaggregated into their source of developmental supervision that included the number of churches organized within their first 10 years which are displayed in Table 9. The crosstabulation that revealed 89 (49%) Nazarene supervised churches were organized within their first 10 years. The number of Nazarene supervised churches organized within their first 10 years exceeded the expected outcome of 72.5 by 16.5. The number of third-party supervised churches that were organized within their first 10 years was 56 (31%). The number of third-party supervised churches organized within their first 10 years was below the expected outcome of 72.5 by 16.5

The chi-square analysis resulted in a statistically significant difference. The research suggested that Nazarene sources of developmental supervision were more effective in starting churches that were successful in fulfilling the requirements to become organized within their first 10 years. Furthermore, churches that became organized constituted healthy churches.

Dependent variable number three.

Results of the third dependent variable were disaggregated into their source of developmental supervision that included the number of churches financially self-supporting within their first five years which are displayed in Table 10. The crosstabulation revealed that the mean number of churches that became financially self-supporting that were supervised by Nazarene sources was 44 (31%). The number of Nazarene supervised churches that became self-supporting within their first five years exceeded the expected outcome of 25.7 by 18.3. The mean number of third-party

supervised churches that became financially self-supporting was seven (5%). The number of third-party supervised churches that became self-supporting within their first five years was below the expected outcome of 25.3 by 18.3.

The chi-square analysis resulted in a statistically significant difference. The research suggested that Nazarene sources of developmental supervision were more effective in starting churches that were able to become financially self-supporting within their first five years. Furthermore, churches that became self-supporting constituted healthy churches.

#### Research Question Number Four

Research question number four examined the relationship between the source of new church developmental supervision and the missional productivity of new Churches of the Nazarene. The two dependent variables utilized to answer research question number four were the same variables utilized in research question number two: the percentage of denominational allocations that were paid by each church within their first 10 years, and the number of additional new churches sponsored by each church within their first 10 years.

The resulting measures from the two dependent variables were divided into one of two dichotomous groups of churches based on the source of their developmental supervision: sources of developmental supervision from within the Church of the Nazarene and sources of developmental supervision from third-party church development agencies. Comparison between the two dichotomous church groupings produced a contextual understanding of the missional productivity of new churches that were started within the scope of time that this study examined based on the source of their

developmental supervision. The two dependent variables provided a framework to systematically arrive at conclusions that affectively answered research question number four.

Dependent variable number four.

Results of the fourth dependent variable disaggregated into their source of developmental supervision concerned the percentage of denominational allocations that were paid by each church within their first 10 years. Data revealed that mean percentage of allocations paid by churches that were supervised by Nazarene sources was 25.30%. The mean percentage of allocations paid by each church supervised by third-party sources was 10.24%. According to the independent samples *t*-test, the churches with Nazarene sources of developmental supervision have a statistically significant higher percentage of allocations paid than churches with third-party sources of developmental supervision.

The research indicated that Nazarene sources of developmental supervision were more effective in starting churches that paid denominational allocations within their first 10 years. Furthermore, churches that paid denominational allocations constituted missionally productive churches.

Dependent variable number five.

Results of the fifth dependent variable disaggregated into their source of developmental supervision concerned the number of new churches sponsored by each new church within their first 10 years. Data revealed that the mean percentage of additional new churches with Nazarene sources of supervision was .28. The mean percentage of additional new churches sponsored by churches with third-party sources of

supervision was .15. The mean percentage reveals the actual number of new churches sponsored by each church.

Based on the research, there was not a statistically significant difference in the rate of sponsorship among new Churches of the Nazarene based on the source of their developmental supervision.

### Implications and Recommendations

The mission statement of the Church of the Nazarene is to “make Christlike disciples of the nations” ([www.nazarene.org](http://www.nazarene.org)). As the Church of the Nazarene seeks to fulfill its mission and remain a viable denomination in the United States, starting new healthy and missionally productive churches can facilitate the evangelization and discipleship of people that could potentially become a part of the church.

According to the 360 churches in this study, the research findings revealed that Nazarene sources of developmental supervision are significantly more effective in establishing healthy and missionally productive Churches of the Nazarene as measured by four of the five dependent variables of effectiveness. Based on research findings it is recommended that further research be conducted in order to identify more specific causes of failure among the new churches in this study that did not remain active.

Research findings in this study examined church development in the Church of the Nazarene throughout the United States as a whole. It is recommended that future research be conducted to examine new church success rates based on potential regional factors. Examining new church success rates in the United States by region may produce valuable findings in identifying why new churches either succeed or fail.

Sources of developmental supervision and their influence on new Churches of the Nazarene that were started between January 1, 2002 and December 31, 2004 were the focus of this study. The researcher acknowledged that church development methods change over time. Since this study examined churches started 14 years ago, it is recommended that further research be conducted in order to examine present church development methods.

As stated in a previous chapter, one of the limitations of this study was that it only focused on one denomination (Church of the Nazarene). In the future it is recommended that this study be conducted in partnership with several denominations. The inclusion of multiple denominations will increase the ability of the study to produce generalizable results to a broader spectrum of churches regardless of denominational affiliation.

Satellite churches that were never intended to be autonomous, yet were identified as new churches when data was collected with archival data reports, presented concerns and the possibility of distorting the data. In future studies, data collection instruments could include an option to indicate whether churches are satellites or autonomous churches.

Data collection instruments could include additional options. One option could be for the identification of new churches that started as a Church of the Nazarene, but then left the denomination. Including this option would allow the researcher to determine how many new starts remained viable.

Churches that were examined in this study were 10 to 13 years old. It would expand the knowledge base regarding new church development and prove to be valuable



to examine the churches in this study after an additional 10 years when they are 20 years old.

Five variables were examined in this study that focused on the long-term health and missional productivity of new Churches of the Nazarene. Future studies could benefit from including a variable that examines the longevity of founding pastors of new churches and the influence they have on the retention rates of the churches they started. Additionally, future studies could benefit from measuring the long-term health and missional productivity of new Churches of the Nazarene based on ethnic factors, cultural context, and geographical proximity in the United States in order to identify possible influences based on regional factors.

The literature review presented compelling research findings that revealed that the closer the proximity of relationship between sources of developmental supervision and new churches the better it is for the development of new churches. Based on previous research it is recommended that the Church of the Nazarene continue to explore the relationship between sources of developmental supervision and their new churches in order to establish best practices for ongoing training in developmental supervision of new churches.

Research findings revealed that three of the four strongest correlations between the variables of effectiveness examined in this study shared the variable of paying denominational allocations at least once in their first ten years. Paying allocations was directly correlated to a church remaining active, a church becoming organized, and a church becoming self-supporting. Because of the ramifications associated with the paying

of allocations, it is recommended that the denomination further explore the impact of this area to strengthen new churches.

The mission of the Church of the Nazarene in the United States and around the world is to make Christlike disciples of the nations. The effective establishing of new churches is one of the core essentials in the fulfillment of the mission to reach and disciple people globally. This study has been an effort to embrace and honor the mission Jesus Christ gave His church when He said,

Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age. (Matthew 28:19-20)

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## Appendix A

Spreadsheet of Attendance 2004-2015

## Attendance by USA Educational Zone

### University-USA Region

	Mount									
	Eastern-	MidAmerica-	Vernon-	Northwest-	Olivet-	Point Loma-	Southern-	Trevecca-		
	North			South						
Eastern	Central	East Central	Northwest	Central	Southwest	Central	South	Southwest	Central	South
2004	62,759	47,174	65,095	60,816	77,640	68,981	52,928	79,082	514,475	
2005	64,277	47,045	65,809	61,359	77,658	69,642	52,895	78,817	517,502	
2006	63,883	47,101	65,251	60,077	78,528	69,264	52,019	78,268	514,391	
2007	63,950	46,329	64,865	59,705	78,457	70,021	51,618	79,280	514,225	
2008	63,487	44,633	63,919	59,169	77,058	69,784	50,880	79,865	508,795	
2009	62,929	44,689	62,533	58,143	76,686	70,505	50,494	79,749	505,728	
2010	62,836	44,419	62,337	57,919	75,845	72,310	49,978	78,879	504,523	
2011	62,774	43,871	61,098	56,826	74,058	71,890	50,355	76,984	497,856	
2012	62,086	43,321	59,150	54,102	73,401	69,648	49,350	75,885	486,943	
2013	58,655	42,753	57,731	53,885	72,533	69,849	48,285	75,652	479,343	
2014	58,360	41,775	56,896	52,556	70,163	68,487	47,692	74,436	470,365	
2015	58,294	41,531	56,052	51,429	70,289	66,391	47,664	72,302	463,952	
Difference										
Last - First	-4,465	-5,643	-9,043	-9,387	-7,351	-2,590	-5,264	-6,780	-50,523	
Difference										
Last - High	-5,983	-5,643	-9,757	-9,930	-8,239	-5,919	-5,264	-7,563	-58,298	

xxx highest

Church of the Nazarene. (2015a). *Nazarene congregational data* [Data file]. Retrieved from <http://app.nazarene.org/FindAChurch/search.jsp?SearchChoice>



## Appendix B

### Spreadsheet of Organized Churches 2004-2015

## Number of Organized Churches by USA Educational Zone

### University-USA Region

	University-USA Region									
	Eastern-	MidAmerica-	Mount Vernon-	Northwest-	Olivet-	Point Loma-	Southern-	Trevecca-		
	North		South		Southwest		Southeast			
	Eastern	Central	East Central	Northwest	Central	Southwest	Central	Southeast		
2004	646	430	550	441	723	577	628	833	4,828	
2005	639	426	550	439	708	581	622	828	4,793	
2006	640	423	547	445	708	576	614	820	4,773	
2007	630	420	541	425	705	558	586	811	4,676	
2008	619	420	539	429	699	560	583	803	4,652	
2009	618	423	534	429	691	551	584	804	4,634	
2010	614	465	531	428	683	551	579	800	4,651	
2011	618	457	535	419	679	560	580	801	4,649	
2012	610	454	522	415	667	560	582	778	4,588	
2013	608	449	522	413	666	555	574	776	4,563	
2014	615	436	516	409	661	556	566	773	4,532	
2015	610	440	508	410	646	561	576	756	4,507	
Difference										
Last - First	-36	10	-42	-31	-77	-16	-52	-77	-321	
Difference										
Last - High	-36	-25	-42	-35	-77	-20	-52	-77	-364	

XXX highest

Church of the Nazarene. (2015a). *Nazarene congregational data* [Data file]. Retrieved from <http://app.nazarene.org/FindACHurch/search.jsp?SearchChoice>

## Appendix C

### Global Ministry Center Request Letter



April 29, 2015

██████████  
Church of the Nazarene  
Global Ministry Center  
17001 Prairie Star Parkway  
Lenexa, KS, USA 66220

██████████:

My name is Michael Morris. I am a doctoral candidate at Olivet Nazarene University and the senior pastor at Indianapolis First Church. My dissertation, THE INFLUENCE OF DEVELOPMENTAL SOURCES ON THE HEALTH AND MISSIONAL PRODUCTIVITY OF NEW CHURCHES OF THE NAZARENE, is a research study that focuses on church development as it pertains to Churches of the Nazarene that were started between 2002 and 2004. This research study will seek to measure the health and missional productivity of new churches throughout the developmental process.

In order to accomplish this research study I am requesting the following data sets from all 73 districts in the United States between January 1, 2002 and present:

- A list by district of the new churches registered/started.
  - Please include the specific date each church was started.
  - Please include the assigned church number.
- A list by district of the new churches officially organized.
  - Please include the specific date each church was organized.
  - Please include the assigned church number.
- A list by district of the churches that were closed or moved to inactive status.
  - Please include the specific date each church was closed or moved to inactive status.
  - Please include the assigned church number.

Thank you in advance for your assistance in the collection of this important data. I would appreciate this data being sent to me no later than May 28, 2015. I will follow up this request with a phone call next week. In the meantime, please feel free to call me at ██████████ or email me at MMorris@olivet.edu if you have any questions.

Sincerely,

Rev. Michael P. Morris, Ed.D candidate

INDIANAPOLIS FIRST CHURCH OF THE NAZARENE • 9401 EAST 25<sup>TH</sup> STREET • INDIANAPOLIS, IN 46229  
[MMORRIS@OLIVET.EDU](mailto:MMORRIS@OLIVET.EDU) • ██████████

## Appendix D

### Archival Data Report (No Reported New Churches)



INDIANAPOLIS FIRST  
Church of the Nazarene

June 11, 2015

My name is Michael Morris. I am a doctoral candidate at Olivet Nazarene University and the senior pastor at Indianapolis First Church. My dissertation, THE INFLUENCE OF DEVELOPMENTAL SOURCES ON THE HEALTH AND MISSIONAL PRODUCTIVITY OF NEW CHURCHES OF THE NAZARENE, is a research study that focuses on church development as it pertains to Churches of the Nazarene that were started between 2002 and 2004. This research study will seek to measure the health and missional productivity of new churches throughout the developmental process.

According to the Research Department of the Church of the Nazarene, there were no new churches registered for your current district between January 1, 2002 and December 31, 2004. I would greatly appreciate your effort and time in either confirming or correcting this information.

- If you believe the information is correct, please write "correct" on the following page then mail it back by June 30, 2015.
- If, however, you believe there were churches started between January 1, 2002 and December 31, 2004 please add the names of those churches to the following page and complete the report. Then please mail it back by June 30, 2015.

The district data submitted will be kept confidential and will be coded for additional protection of church and district identification. Thank you in advance for your assistance in the collection of this important data. Please feel free to call me at [REDACTED] or email me at [MMorris@olivet.edu](mailto:MMorris@olivet.edu) if you have any questions.

Sincerely,

Rev. Michael P. Morris, Ed.D candidate

Please complete the New Church Report and return in the self-addressed stamped envelope by June 30, 2015.

Or mail to:

Rev. Michael Morris  
Indianapolis First Church of the Nazarene  
9401 East 25<sup>th</sup> Street  
Indianapolis, Indiana 46229

This study is scheduled to conclude May 2017.

At that time, if you are interested, please contact Rev. Michael Morris for study results at [MMorris@olivet.edu](mailto:MMorris@olivet.edu)



# New Church Report

District: [REDACTED] District # [REDACTED]  
 District Superintendent: [REDACTED]

## Instructions:

1. When responding, please consider each church individually.
2. Select **Active** if the church was still operating at the end of the 2013-14 assembly year.
3. Select **Organized** if the church was ever organized, even if it has since closed.
4. Select **Church Sponsored** if the church was originally sponsored (supported through financial assistance and/or participants moving to the new church) by a pre-existing church.
5. Select **Self-Supporting** if the church became operational without financial assistance from the district or general church.
6. If a new church **Action Plan**, church planter **Assessment**, or church planter **Coaching** was completed for the church, please identify if the primary supervision was provided by either:  
**Nazarene** sources (district, denomination, or sponsoring church) or if it was provided by **Third-party** sources (church planting organization, church development company, or other sources outside the Church of the Nazarene).
7. If there were additional newly started churches between January 1, 2002 and December 31, 2004 that do not appear on the list, please add them on a blank line.
8. If you believe a church has been listed in error, and was not started between January 1, 2002 and December 31, 2004 please make note of this in the space provided.
9. Please make corrections as needed if church names have changed.
10. If information is not available in the district office at this time for a church listed please identify the district superintendent to be contacted that served during this time in the space provided.
11. After completion, please mail this page back in the self-addressed, stamped envelope or mail to:  
 Rev. Michael Morris • 9401 East 25<sup>th</sup> Street • Indianapolis, Indiana 46229
12. Please return by June 30, 2015
13. Please contact Rev. Michael Morris with any questions at [MMorris@olivet.edu](mailto:MMorris@olivet.edu)

Church #	Church name	Active	Organized	Church Sponsored	Self-Supporting	Action Plan (check one)		Assessment (check one)		Coaching (check one)	
						Nazarene	OR Third-party	Nazarene	OR Third-party	Nazarene	OR Third-party
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments and feedback :

## Appendix E

### Archival Data Report (One Reported New Church)





INDIANAPOLIS FIRST  
Church of the Nazarene

June 11, 2015

[REDACTED]

My name is Michael Morris. I am a doctoral candidate at Olivet Nazarene University and the senior pastor at Indianapolis First Church. My dissertation, THE INFLUENCE OF DEVELOPMENTAL SOURCES ON THE HEALTH AND MISSIONAL PRODUCTIVITY OF NEW CHURCHES OF THE NAZARENE, is a research study that focuses on church development as it pertains to Churches of the Nazarene that were started between 2002 and 2004. This research study will seek to measure the health and missional productivity of new churches throughout the developmental process.

According to the Research Department of the Church of the Nazarene, the church listed on the following page was registered as a new church for your current district between January 1, 2002 and December 31, 2004. I would greatly appreciate your effort and time in completing the attached report and mailing it back by June 30, 2015

The district data submitted will be kept confidential and will be coded for additional protection of church and district identification. Thank you in advance for your assistance in the collection of this important data. Please feel free to call me at [REDACTED] or email me at [MMorris@olivet.edu](mailto:MMorris@olivet.edu) if you have any questions.

Sincerely,

Rev. Michael P. Morris, Ed.D candidate

Please complete the New Church Report and return in the self-addressed stamped envelope by June 30, 2015.

Or mail to:

Rev. Michael Morris  
Indianapolis First Church of the Nazarene  
9401 East 25<sup>th</sup> Street  
Indianapolis, Indiana 46229

This study is scheduled to conclude May 2017.

At that time, if you are interested, please contact Rev. Michael Morris for study results at [MMorris@olivet.edu](mailto:MMorris@olivet.edu)



# New Church Report

District: [REDACTED] District # [REDACTED]  
 District Superintendent: [REDACTED]

## Instructions:

1. When responding, please consider each church individually.
2. Select **Active** if the church was still operating at the end of the 2013-14 assembly year.
3. Select **Organized** if the church was ever organized, even if it has since closed.
4. Select **Church Sponsored** if the church was originally sponsored (supported through financial assistance and/or participants moving to the new church) by a pre-existing church.
5. Select **Self-Supporting** if the church became operational without financial assistance from the district or general church.
6. If a new church **Action Plan**, church planter **Assessment**, or church planter **Coaching** was completed for the church, please identify if the primary supervision was provided by either:  
**Nazarene** sources (district, denomination, or sponsoring church) or if it was provided by **Third-party** sources (church planting organization, church development company, or other sources outside the Church of the Nazarene).
7. If there were additional newly started churches between January 1, 2002 and December 31, 2004 that do not appear on the list, please add them on a blank line.
8. If you believe a church has been listed in error, and was not started between January 1, 2002 and December 31, 2004 please make note of this in the space provided.
9. Please make corrections as needed if church names have changed.
10. If information is not available in the district office at this time for a church listed please identify the district superintendent to be contacted that served during this time in the space provided.
11. After completion, please mail this page back in the self-addressed, stamped envelope or mail to:  
 Rev. Michael Morris • 9401 East 25<sup>th</sup> Street • Indianapolis, Indiana 46229
12. Please return by June 30, 2015
13. Please contact Rev. Michael Morris with any questions at [MMorris@olivet.edu](mailto:MMorris@olivet.edu)

Church #	Church name	Active	Organized	Church Sponsored	Self-Supporting	Action Plan (check one)		Assessment (check one)		Coaching (check one)	
						Nazarene	OR Third-party	Nazarene	OR Third-party	Nazarene	OR Third-party
<span style="background-color: black; color: black;">[REDACTED]</span>	<span style="background-color: black; color: black;">[REDACTED]</span>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments and feedback:

## Appendix F

### Archival Data Report (Two or More Reported New Churches)



INDIANAPOLIS FIRST  
Church of the Nazarene

June 11, 2015

██████████

My name is Michael Morris. I am a doctoral candidate at Olivet Nazarene University and the senior pastor at Indianapolis First Church. My dissertation, *THE INFLUENCE OF DEVELOPMENTAL SOURCES ON THE HEALTH AND MISSIONAL PRODUCTIVITY OF NEW CHURCHES OF THE NAZARENE*, is a research study that focuses on church development as it pertains to Churches of the Nazarene that were started between 2002 and 2004. This research study will seek to measure the health and missional productivity of new churches throughout the developmental process.

According to the Research Department of the Church of the Nazarene, the churches listed on the following page were registered as new churches for your current district between January 1, 2002 and December 31, 2004. I would greatly appreciate your effort and time in completing the attached report and mailing it back by June 30, 2015

The district data submitted will be kept confidential and will be coded for additional protection of church and district identification. Thank you in advance for your assistance in the collection of this important data. Please feel free to call me at ██████████ or email me at [MMorris@olivet.edu](mailto:MMorris@olivet.edu) if you have any questions.

Sincerely,

Rev. Michael P. Morris, Ed.D candidate

Please complete the New Church Report and return in the self-addressed stamped envelope by June 30, 2015.

Or mail to:

Rev. Michael Morris  
Indianapolis First Church of the Nazarene  
9401 East 25<sup>th</sup> Street  
Indianapolis, Indiana 46229

This study is scheduled to conclude May 2017.

At that time, if you are interested, please contact Rev. Michael Morris for study results at [MMorris@oliveLedu](mailto:MMorris@oliveLedu)



# New Church Report

District: [REDACTED] District # [REDACTED]  
 District Superintendent: [REDACTED]

## Instructions:

1. When responding, please consider each church individually.
2. Select **Active** if the church was still operating at the end of the 2013-14 assembly year.
3. Select **Organized** if the church was ever organized, even if it has since closed.
4. Select **Church Sponsored** if the church was originally sponsored (supported through financial assistance and/or participants moving to the new church) by a pre-existing church.
5. Select **Self-Supporting** if the church became operational without financial assistance from the district or general church.
6. If a new church **Action Plan**, church planter **Assessment**, or church planter **Coaching** was completed for the church, please identify if the primary supervision was provided by either:  
**Nazarene** sources (district, denomination, or sponsoring church) or if it was provided by **Third-party** sources (church planting organization, church development company, or other sources outside the Church of the Nazarene).
7. If there were additional newly started churches between January 1, 2002 and December 31, 2004 that do not appear on the list, please add them on a blank line.
8. If you believe a church has been listed in error, and was not started between January 1, 2002 and December 31, 2004 please make note of this in the space provided.
9. Please make corrections as needed if church names have changed.
10. If information is not available in the district office at this time for a church listed please identify the district superintendent to be contacted that served during this time in the space provided.
11. After completion, please mail this page back in the self-addressed, stamped envelope or mail to:  
 Rev. Michael Morris • 9401 East 25<sup>th</sup> Street • Indianapolis, Indiana 46229
12. Please return by June 30, 2015
13. Please contact Rev. Michael Morris with any questions at [MMorris@olivet.edu](mailto:MMorris@olivet.edu)

Church #	Church name	Active	Organized	Church Sponsored	Self-Supporting	Action Plan (check one)		Assessment (check one)		Coaching (check one)	
						Nazarene	OR Third-party	Nazarene	OR Third-party	Nazarene	OR Third-party
[REDACTED]	[REDACTED]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[REDACTED]	[REDACTED]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[REDACTED]	[REDACTED]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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## Appendix G

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Appendix I  
Spreadsheet of Raw Data

# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
1	1	1	1		40	0	1	2
2	1	1	1		40	0	1	2
3	1	2	2	2	0	0	2	2
4	1	2	1	2	0	0	2	2
5	1	2	2	2	0	0	2	2
6	1	2	2	2	0	0	2	2
7	1	1	1	1	60	0	1	2
8	1	2	2	1	0	0	2	2
9	1	1	2	2	0	0	2	2
10	1	1	2	2	40	1	1	1
11	1	1	2	1	0	0	2	2
12	1	1	2	2	10	0	1	2
13	3	1	1		0	0	2	2
14	3	1	1		30	0	1	2
15	3	1	1		50	0	1	2
16	3	2	2	2	0	0	2	2
17	3	2	1	2	0	0	2	2
18	3	2	1	2	0	0	2	2
19	3	2	2	2	0	0	2	2
20	3	2	2	2	0	0	2	2
21	3	2	2	2	0	0	2	2
22	3	1	2		0	0	2	2
23	3	1	2		50	0	1	2
24	3	2	2	2	0	0	2	2
25	3	2	2	2	0	0	2	2
26	3	1	2		80	0	1	2
27	3	2	1	2	0	0	2	2
28	1	1	1	2	30	0	1	2
29	3	2	2	2	0	0	2	2
30	3	2	1	2	0	0	2	2
31	3	2	1	2	0	0	2	2
32	1	1	1	1	20	0	1	2
33	1	1	1	1	50	0	1	2
34	1	1	1	1	70	0	1	2
35	1	2	1	2	0	0	2	2
36	3	1	1		20	2	1	1

# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
37	3	1	1		40	0	1	2
38	3	2	2	2	0	0	2	2
39	3	2	2	2	0	0	2	2
40	3	2	2	2	0	0	2	2
41	3	2	2	2	0	0	2	2
42	3	2	2	2	0	0	2	2
43	3	1	2		0	0	2	2
44	3	1	1		60	1	1	1
45	3	1	1		10	1	1	1
46	3	1	1		30	1	1	1
47	3	1	1		30	1	1	1
48	3	1	2		50	0	1	2
49	3	1	1		50	2	1	1
50	3	1	1		50	0	1	2
51	3	2	2	2	0	0	2	2
52	3	2	1	2	0	0	2	2
53	3	2	2	2	0	0	2	2
54	3	2	2	2	0	0	2	2
55	3	2	2	2	0	0	2	2
56	3	2	2	2	0	0	2	2
57	1	1	2	2	70	0	1	2
58	3	2	1	2	0	0	2	2
59	3	2	2	2	0	0	2	2
60	3	2	2	2	0	0	2	2
61	1	1	1	2	100	0	1	2
62	1	1	1	2	70	0	1	2
63	1	2	2	2	0	0	2	2
64	1	2	2	2	0	0	2	2
65	1	2	2	2	0	0	2	2
66	1	1	1	1	70	0	1	2
67	1	1	1	1	80	1	1	1
68	1	1	1	1	90	0	1	2
69	1	1	1	1	90	0	1	2
70	1	2	2	1	0	0	2	2
71	1	2	2	1	0	0	2	2
72	1	2	2	1	0	0	2	2

# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
73	1	2	2	2	0	0	2	2
74	1	2	2	2	0	0	2	2
75	1	1	1		0	0	2	2
76	1	1	1		20	0	1	2
77	1	2	2	2	0	0	2	2
78	3	2	2	2	0	0	2	2
79	3	2	2	2	0	0	2	2
80	3	2	2	2	0	0	2	2
81	3	2	2	2	0	0	2	2
82	3	2	2	2	0	0	2	2
83	3	2	2	2	0	0	2	2
84	1	2	2	2	0	0	2	2
85	1	2	1	2	0	0	2	2
86	1	1	1		20	0	1	2
87	3	2	2	2	0	0	2	2
88	1	1	1		60	0	1	2
89	1	1	1		60	0	1	2
90	1	1	1		70	0	1	2
91	3	1	2		10	0	1	2
92	3	1	2		80	3	1	1
93	3	1	1		10	0	1	2
94	3	1	2		50	0	1	2
95	3	2	2	2	0	0	2	2
96	3	1	1		80	0	1	2
97	3	2	2	2	0	0	2	2
98	3	2	2	2	0	0	2	2
99	3	2	2	2	0	0	2	2
100	3	2	2	2	0	0	2	2
101	3	2	2	2	0	0	2	2
102	3	2	2	2	0	0	2	2
103	3	2	1	2	0	0	2	2
104	1	1	1	1	60	1	1	1
105	1	1	1	1	90	0	1	2
106	3	2	2	2	0	0	2	2
107	3	1	1	1	100	5	1	1
108	3	2	2	2	0	0	2	2

# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
109	3	2	2	2	0	0	2	2
110	3	2	2	2	0	0	2	2
111	1	1	1	1	40	0	1	2
112	1	2	1	2	0	0	2	2
113	1	2	2	2	0	0	2	2
114	1	1	1	1	100	1	1	1
115	1	1	1		10	0	1	2
116	1	2	2	2	0	0	2	2
117	1	2	2	2	0	0	2	2
118	3	1	1		0	0	2	2
119	3	1	2		30	0	1	2
120	3	2	2	2	0	0	2	2
121	3	1	1		20	0	1	2
122	1	1	1	2	10	0	1	2
123	1	1	1	2	20	0	1	2
124	1	1	1	2	20	1	1	1
125	1	1	1	2	60	0	1	2
126	1	1	1	2	60	0	1	2
127	1	2	2	2	0	0	2	2
128	1	2	2	2	0	0	2	2
129	1	1	1	2	80	0	1	2
130	1	1	1	1	60	0	1	2
131	1	1	2	1	70	1	1	1
132	1	2	1	2	0	0	2	2
133	1	1	1		50	0	1	2
134	1	1	1		20	1	1	1
135	3	1	1	1	20	0	1	2
136	1	2	1	1	0	0	2	2
137	3	2	2	2	0	0	2	2
138	1	1	2	2	0	0	2	2
139	1	2	2	2	0	0	2	2
140	3	2	2	1	0	0	2	2
141	1	1	2	2	0	1	2	1
142	3	2	2	2	0	0	2	2
143	3	2	2	1	0	0	2	2
144	3	2	1	2	0	0	2	2

# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
145	1	2	2	2	0	0	2	2
146	1	1	2	1	60	1	1	1
147	3	2	2	2	0	0	2	2
148	3	2	2	2	0	0	2	2
149	3	2	2	2	0	0	2	2
150	1	2	2	2	0	0	2	2
151	1	2	2	2	0	0	2	2
152	1	2	1	2	0	0	2	2
153	1	2	2	2	0	0	2	2
154	1	2	2	2	0	0	2	2
155	1	2	1	2	0	0	2	2
156	3	2	2	2	0	0	2	2
157	1	2	2	2	0	0	2	2
158	3	2	1	2	0	0	2	2
159	3	2	2	2	0	0	2	2
160	1	1	1	1	40	0	1	2
161	1	2	2	2	0	0	2	2
162	1	1	1		40	0	1	2
163	1	1	2		40	0	1	2
164	1	2	2	2	0	0	2	2
165	1	1	2		30	0	1	2
166	1	1	1		90	1	1	1
167	1	1	1		70	0	1	2
168	1	2	2	2	0	0	2	2
169	1	1	2		50	2	1	1
170	1	1	2		50	1	1	1
171	1	1	1		60	1	1	1
172	1	1	2		70	2	1	1
173	3	1	2		60	2	1	1
174	3	2	2	2	0	0	2	2
175	3	2	2	2	0	0	2	2
176	3	2	2	2	0	0	2	2
177	3	2	2	2	0	0	2	2
178	3	2	2	2	0	0	2	2
179	3	2	2	2	0	0	2	2
180	3	2	2	2	0	0	2	2

# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
181	3	2	2	2	0	0	2	2
182	3	2	1	2	0	0	2	2
183	3	2	2	2	0	0	2	2
184	3	1	1		50	0	1	2
185	3	2	1	2	0	0	2	2
186	3	2	2	2	0	0	2	2
187	1	2	2	2	0	0	2	2
188	1	2	2	2	0	0	2	2
189	1	1	2	2	0	0	2	2
190	1	2	2	1	0	0	2	2
191	1	1	1	1	60	0	1	2
192	1	2	2	2	0	0	2	2
193	3	2	2	2	0	0	2	2
194	3	2	2	2	0	0	2	2
195	3	1	1	2	0	0	2	2
196	3	2	2	2	0	0	2	2
197	3	2	2	2	0	0	2	2
198	3	2	2	2	0	0	2	2
199	3	2	2	2	0	0	2	2
200	3	2	2	2	0	0	2	2
201	3	2	2	2	0	0	2	2
202	3	2	2	2	0	0	2	2
203	3	2	2	2	0	0	2	2
204	3	2	2	2	0	0	2	2
205	3	2	2	2	0	0	2	2
206	1	1	1	1	60	0	1	2
207	1	1	2	1	100	0	1	2
208	1	1	1	1	80	0	1	2
209	1	2	2	2	0	0	2	2
210	3	2	2	2	0	0	2	2
211	1	1	2		60	0	1	2
212	1	1	2		0	0	2	2
213	1	2	2	2	0	0	2	2
214	1	1	2		20	0	1	2
215	1	1	2		30	0	1	2
216	1	2	2	2	0	0	2	2



# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
217	1	2	2	2	0	0	2	2
218	1	2	2	2	0	0	2	2
219	1	2	2	2	0	0	2	2
220	1	1	1	1	70	0	1	2
221	1	1	1	1	90	4	1	1
222	1	2	2	2	0	0	2	2
223	1	1	1	2	10	0	1	2
224	1	1	2	2	40	1	1	1
225	1	1	1	1	80	0	1	2
226	1	2	2	2	0	0	2	2
227	1	1	1	2	40	8	1	1
228	3	2	2	2	0	0	2	2
229	3	2	2	2	0	0	2	2
230	1	1	1		90	0	1	2
231	1	1	2		0	0	2	2
232	1	1	1		60	0	1	2
233	1	1	1		30	0	1	2
234	1	1	2		50	0	1	2
235	1	1	1		0	0	2	2
236	1	1	1		30	2	1	1
237	1	2	1	1	0	0	2	2
238	3	2	2	2	0	0	2	2
239	1	1	1	1	30	0	1	2
240	3	2	2	2	0	0	2	2
241	3	1	1		80	0	1	2
242	3	2	1	2	0	0	2	2
243	1	1	2	2	10	0	1	2
244	1	1	1	1	30	1	1	1
245	1	2	2	2	0	0	2	2
246	1	2	2	2	0	0	2	2
247	3	2	2	2	0	0	2	2
248	1	1	1	2	0	7	2	1
249	1	2	1	2	0	0	2	2
250	1	1	2	1	0	3	2	1
251	3	2	2	2	0	0	2	2
252	1	1	2	1	0	0	2	2

# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
253	1	1	1	1	40	0	1	2
254	3	2	1	1	0	0	2	2
255	3	2	1	2	0	0	2	2
256	3	2	2	2	0	0	2	2
257	3	1	1		30	0	1	2
258	3	1	2		40	0	1	2
259	3	1	1		50	0	1	2
260	3	1	1		100	0	1	2
261	3	2	2	2	0	0	2	2
262	1	1	2		60	0	1	2
263	1	1	2		60	0	1	2
264	1	2	2	2	0	0	2	2
265	1	2	2	2	0	0	2	2
266	1	2	1	2	0	0	2	2
267	1	1	1	2	0	0	2	2
268	1	2	2	2	0	0	2	2
269	1	2	1	2	0	0	2	2
270	1	2	2	2	0	0	2	2
271	1	2	2	2	0	0	2	2
272	1	1	1	2	20	0	1	2
273	1	1	1	1	100	3	1	1
274	3	2	2	2	0	0	2	2
275	3	1	1		80	0	1	2
276	3	1	2		70	1	1	1
277	3	1	1		80	0	1	2
278	3	2	2	2	0	0	2	2
279	3	2	2	2	0	0	2	2
280	3	2	2	2	0	0	2	2
281	3	2	2	2	0	0	2	2
282	3	1	2		0	0	2	2
283	3	2	2	2	0	0	2	2
284	3	2	2	2	0	0	2	2
285	3	1	1		10	1	1	1
286	3	2	1	2	0	0	2	2
287	3	2	1	2	0	0	2	2
288	3	2	1	2	0	0	2	2

# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
289	3	1	2	2	30	0	1	2
290	3	1	2	2	40	0	1	2
291	3	2	2	2	0	0	2	2
292	3	2	2	2	0	0	2	2
293	3	2	2	2	0	0	2	2
294	3	1	1	1	40	2	1	1
295	3	2	1	2	0	0	2	2
296	3	2	1	2	0	0	2	2
297	1	2	1	2	0	0	2	2
298	1	1	2		10	0	1	2
299	1	1	1		20	0	1	2
300	3	2	2	2	0	0	2	2
301	1	1	1		0	0	2	2
302	1	1	1		40	0	1	2
303	3	2	1	2	0	0	2	2
304	1	2	2	2	0	0	2	2
305	3	2	2	2	0	0	2	2
306	1	2	2	2	0	0	2	2
307	1	2	2	2	0	0	2	2
308	1	1	2	1	100	0	1	2
309	1	2	1	2	0	0	2	2
310	1	1	1	1	80	1	1	1
311	1	2	2	2	0	0	2	2
312	1	1	1	2	60	0	1	2
313	1	2	2	2	0	0	2	2
314	1	2	1	2	0	0	2	2
315	1	1	2	1	0	0	2	2
316	1	2	2	2	0	0	2	2
317	1	2	2	2	0	0	2	2
318	1	2	2	2	0	0	2	2
319	1	1	1	2	20	2	1	1
320	1	1	1	2	80	0	1	2
321	1	1	1	2	90	0	1	2
322	1	2	2	2	0	0	2	2
323	1	2	2	2	0	0	2	2
324	1	1	1	2	70	0	1	2

# for SPSS	1 = naz 3 = 3rd	1 = act 2 = clsd	organ. 1=Y 2=N	self-sup. 1=Y 2=N	% paid (10 yrs)	# church sponsor	al. ≥ 10% 1=Y 2=N	≥ 1 spon 1=Y 2=N
325	1	2	2	2	0	0	2	2
326	3	2	2	2	0	0	2	2
327	3	2	2	2	0	0	2	2
328	3	2	2	1	0	0	2	2
329	1	1	1	2	30	2	1	1
330	1	1	1	1	60	0	1	2
331	3	2	2	2	0	0	2	2
332	3	2	2	2	0	0	2	2
333	1	2	1	2	0	0	2	2
334	1	1	1	1	40	0	1	2
335	3	2	1	2	0	0	2	2
336	3	2	2	2	0	0	2	2
337	3	2	2	2	0	0	2	2
338	3	2	2	2	0	0	2	2
339	3	2	2	2	0	0	2	2
340	3	2	2	2	0	0	2	2
341	3	2	2	2	0	0	2	2
342	3	2	1	2	0	0	2	2
343	3	2	2	2	0	0	2	2
344	3	2	1	2	0	0	2	2
345	3	1	1	2	10	4	1	1
346	1	2	2	1	0	0	2	2
347	1	2	1	2	0	0	2	2
348	1	2	1	2	0	0	2	2
349	1	2	1	1	0	0	2	2
350	3	1	1		40	0	1	2
351	3	1	1		60	1	1	1
352	3	2	2	2	0	0	2	2
353	3	2	2	2	0	0	2	2
354	3	2	2	2	0	0	2	2
355	3	2	2	2	0	0	2	2
356	3	2	2	2	0	0	2	2
357	3	1	1		20	0	1	2
358	3	2	2	2	0	0	2	2
359	3	2	1	2	0	0	2	2
360	3	2	2	2	0	0	2	2