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**A STUDY TO DETERMINE THE KIND OF BUSINESS KNOWLEDGE AND SKILL
NEEDED BY THE PARISH MINISTER IN THE
LUTHERAN CHURCH -- MISSOURI SYNOD**

**A Thesis Presented to the Faculty
of Concordia Seminary, St. Louis,
Department of Practical Theology
in partial fulfillment of the
requirements for the degree of
Bachelor of Divinity**

by

Edgar Wals

June 1955

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ten years ago when the investigator was a young graduate from DePaul Theological Seminary of St. Louis, Missouri. After preaching one of his first sermons in a small town in South Dakota, the writer was invited to have dinner with one of the leading business men of the little city of one-thousand inhabitants. During the dinner conversation, the businessman made the statement that one of the big problems in our church is that the ministers know nothing about business. The investigator had little to answer to that. As yet he had no experience in the practical parish ministry and at the same time he realized that his seminary training as well as his college courses had given him no specific business training. However, as the investigator went forth into the active parish ministry, this statement remained quite prominent in his mind and frequently came to his attention when he faced various problems related to business administration. As time went on, the writer discussed this same need with fellow-preachers and found that many agreed that not only

CHAPTER I

THE PROBLEM

Statement of the Problem

The purpose of this paper is to report the findings of a study which was made to determine the kind of business knowledge and skill which are needed by the parish minister in the Lutheran Church--Missouri Synod.

Need for This Study

This research project really had its beginning approximately seventeen years ago when the investigator was a young graduate from Concordia Theological Seminary of St. Louis, Missouri. After preaching one of his first sermons in a small town in South Dakota, the writer was invited to have dinner with one of the leading business men of the little city of one-thousand inhabitants. During the dinner conversation, the businessman made the statement that one of the big problems in our church is that the ministers know nothing about business. The investigator had little to answer to that. As yet he had no experience in the practical parish ministry and at the same time he realized that his seminary training as well as his college courses had given him no specific business training. However, as the investigator went forth into the active parish ministry, this statement remained quite prominent in his mind and frequently came to his attention when he faced various problems related to business administration. As time went on, the writer discussed this same need with fellow-pastors and found that many agreed that not only

does the pastor meet many business problems but that it would be desirable and helpful if the parish minister had some specific business training.

Since no specific investigation in this field had been made to date, it was felt that to find an authentic answer, someone should systematically investigate and gather the opinion of the active parish ministers in the Lutheran Church-- Missouri Synod. The writer realized that a recent investigation by Clarice M. Robinson had been made about the business activities of 120 Protestant clergymen of various denominations.¹ But, it was felt, the findings of that investigation could not be specifically applied to the conditions as they existed in the Lutheran Church-- Missouri Synod because the educational background of most protestant clergymen varies considerably while the pastors of the Lutheran Church-- Missouri Synod are required to follow a very specific and rigid course of study before they can be ordained as ministers of that church. Thus, the investigation described in this report concerns itself very specifically with the conditions as they exist in this one denomination, the Lutheran Church-- Missouri Synod.

Scope of the Investigation

According to its most recent statistical report, this Church comprises a membership of 2,016,060 people. There are 4,013 ministers

¹Clarice M. Robinson, An Analysis of the Business Activities of One-Hundred-Twenty Protestant Ministers (Unpublished Doctor's Dissertation, School of Education, Indiana University, 1949), 300 pages.

active in this denomination, 3,715 in the parishes of the continental United States.² Although the congregations of this church-body are located in all of the forty-eight United States as well as in the Provinces of Canada and in a number of foreign countries, it was considered advisable to confine this particular investigation to the conditions as they exist in the parishes located in the continental United States. Therefore, the questionnaires were directed only to pastors who are located within the boundaries of the continental United States.

The Problem Analyzed

The problem to which the investigator sought an answer is three-fold.

He was concerned, first of all, with the administrative functions of the parish ministry. He wanted to determine whether the parish minister of the Lutheran Church--Missouri Synod needs information about finances, budgeting, accounting, business law, purchasing, consumer economics, taxation, office management, real estate, building construction and maintenance, and other phases of business administration as they pertain to the parish ministry.

The second part of the problem concerned itself with the clerical and secretarial activities of the parish pastor. The author wanted to gather information which would help to answer the question whether the parish minister needs instruction in typing, filing, bookkeeping, and other clerical skills.

²Armin Schroeder, Statistical Yearbook of the Lutheran Church--Missouri Synod 1953 (St. Louis: Concordia Publishing House, 1952), p. 155.

The third phase of the problem concerned itself with offering courses of instruction in these various phases of business knowledge and skill if such instruction should be considered desirable. It was to be determined which of this education was to be given in the high school department, which in the junior college department, which in the proposed senior college, which in the seminaries, which in pastoral conferences and workshops, and finally which was to be confined to the pastor's private study. It was hoped, that in a preliminary manner, it might be determined what should be included in the various training courses.

It was a further hope of the investigator that this study would help to determine what aid could be given to parish ministers for an intelligent conduct of their personal business affairs. It might also aid in determining what help could be given the parish minister so that he may understand and intelligently supervise the business administration of his church. It could aid in determining what help needs be given the parish minister so that he may efficiently perform the secretarial and clerical duties which pertain to his office, and which, especially in the small congregation, might be his personal responsibilities. And finally, the study could help to develop, at least in a preliminary manner, the various units required for a course of study (or at least it could enumerate a series of units or topics) which could be used in giving parish ministers the necessary business knowledge and skills.

Value of This Study

Since within recent years there has been a growing emphasis on the business phase of church administration, and since efficiency in

the modern church seems to require a greater amount of training and skill to meet these needs, it seemed possible that this investigation would lead to suggestions which might alter the course offerings at the various synodical preparatory schools as well as the theological seminaries of the Lutheran Church--Missouri Synod. And so, this research could make a significant contribution to the specialized educational program as it is offered to the prospective parish ministers of this church.

The questionnaire used in this investigation employed a questionnaire technique. The questionnaire used for this study (See Appendix 9) was prepared on the basis of similar questionnaires which had been used by investigators of problems like this as well as other basic business problems. (See references No. 1, 3, 6, 15, 16, 20, 24, 25, 28, 32, 42, and 46 in the Bibliography). Specific reference was made to the questionnaire employed by Charles H. Robinson.¹

The questionnaire used in the present study asked for general information about the parish in which the pastor works. It concerned itself with the preparatory school and seminary from which he graduated, the time when he entered the ministry, the congregation membership of his congregation, and the size of the community in which he works.

It was also designed to gather information about the business equipment available to the parish pastor. Likewise, it seemed important to know the type and the quality of secretarial assistance available to these parish pastors.

The greatest portion of the questionnaire was devoted to a rather

¹Charles H. Robinson, *An Analysis of the Business Activities of the Lutheran Church--Missouri Synod*, in *The Lutheran Church--Missouri Synod*, School of Education, Kansas University, 1919, p. 222.

CHAPTER II

THE METHOD

The Questionnaire

In order to find an answer to the basic question "What Business Knowledge and Skill are Needed by the Parish Minister in the Lutheran Church--Missouri Synod," the investigator employed a questionnaire technique. The questionnaire used for this study (See Appendix D) was prepared on the basis of similar questionnaires which had been used by investigators of problems like this as well as other basic business problems. (See references No. 1, 3, 6, 15, 16, 30, 32, 39, 41, 43, and 44 in the Bibliography) Specific reference was made to the questionnaire employed by Clarice M. Robinson.¹

The questionnaire used in the present study asked for general information about the parish in which the pastor works. It concerned itself with the preparatory school and seminary from which he graduated, the time when he entered the ministry, the communicant membership of his congregation, and the size of the community in which he works.

It was also designed to gather information about the business equipment, available to the parish pastor. Likewise, it seemed important to know the type and the quantity of secretarial assistance available to these parish pastors.

The greatest portion of the questionnaire was devoted to a number

¹Clarice M. Robinson, An Analysis of the Business Activities of One-Hundred-Twenty Protestant Ministers (Unpublished Doctor's Dissertation, School of Education, Indiana University, 1949), p. 282.

of business activities in which a parish pastor might be engaged to a greater or lesser degree. The pastor was asked to indicate whether he engages in these activities often or sometimes or never. The activities were grouped under the following headings:

1. Business activities involving the use of office machines
2. Business activities involving record-keeping, financial, or legal matters
3. Business activities involving purchases for the church
4. Business activities involving letter-writing and filing
5. Business activities involving office management and supervision
6. Business activities involving personal problems

The last page of the questionnaire was designed to gather opinion about the school in the Lutheran Church--Missouri Synod's ministerial training system which might best offer the courses necessary to give the parish pastor the business knowledge and skill which he needs. The pastor was asked to indicate in which of the following educational areas he thinks training had best be given:

1. The high school department of synodical schools
2. The junior college department of synodical schools
3. The proposed synodical senior college
4. The theological seminaries
5. Conferences
6. Private study

Finally, the ministers were asked to give suggestions, comments, or criticisms about the study.

After a preliminary draft of the questionnaire had been prepared, it was submitted to a number of experts both in the theological and educational field as well as to a number of parish pastors for suggestions and criticism. Among the men consulted for validation of the questionnaire were three active parish pastors, two junior college professors, four administrators of the Lutheran Church--Missouri Synod, the president

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of Concordia Seminary, St. Louis, Missouri, and three members of the faculty of Ball State Teachers College, Muncie, Indiana (two of which were in the Department of Education and one in the Business Education Department).

Upon the suggestions of these experts, some of the items in the original questionnaire were omitted and certain other statements were added. The completed validated questionnaire was then mailed to 233 pastors active in the parishes of the Lutheran Church--Missouri Synod within the continental United States.

Sampling Technique

In order to get a representative sampling of the active parish pastors, the investigator carefully checked the graduation lists of the two theological seminaries from which the pastors of the Lutheran Church--Missouri Synod graduated from 1912 to 1952. Every fifth year was chosen for the sampling. 1952 was chosen as the latest year because it was felt that a pastor should have at least one full year's experience before he can give any valuable information for this study. Since the latest complete available statistics for the Lutheran Church--Missouri Synod were for 1953, the sampling could begin no class graduating later than 1952. Thus, the classes considered were those of 1912, 1917, 1922, 1927, 1932, 1937, 1942, 1947, and 1952. (See page and volume references listed in No. 11 of the bibliography) The sampling was not extended beyond 1912 because sixty-five is the age at which these clergymen become eligible for retirement. Assuming that most men were from 22 to 25 years old when they entered the ministry, the next age group in the sequence

followed, 1907 would have extended considerably beyond this retirement age.

The names appearing on these graduation lists were then carefully compared with the official roster of active pastors in the Lutheran Church--Missouri Synod, as shown in "The Lutheran Annual - 1954."² Thus, a list of active pastors from the various classes, who graduated in the years indicated above was prepared. From this list every third name was chosen to become a recipient of the questionnaire. This process resulted in choosing 233 names. Table 1 shows that the 233 parish pastors who received the questionnaire were a fair representation of the graduates from the two theological seminaries as well as from the various age groups who were active ministers in the church in 1954.

Since every third name of the active parish pastors of the respective classes was chosen to become a recipient of the questionnaire, it is to be understood that a 33.3 percentage of selection was the ideal for each graduating class studied. Table 1 shows that the average deviation from this ideal for the two theological seminaries combined was nine tenths of one per cent. Likewise, the greatest deviation in the instance of any single class was 5.1 per cent.

²O. A. Dorn, The Lutheran Annual for 1954 (St. Louis: Concordia Publishing House, 1953), p. 83-132.

TABLE 1

DISTRIBUTION OF QUESTIONNAIRES SENT TO PARISH PASTORS ACCORDING TO
GRADUATION DATE AND SEMINARY FROM WHICH THEY GRADUATED

Year	Number Graduated	Number Serving Churches 1954	Number Receiving Questionnaires	Percentage of Selection
<u>Concordia Seminary, Saint Louis, Missouri:</u>				
1912	85	46	15	32.6
1917	87	55	18	32.7
1922	90	68	22	32.3
1927	126	87	29	33.3
1932	137	87	29	33.3
1937	114	81	27	33.3
1942	51	38	12	31.5
1947	84	53	17	32.0
1952	72	49	16	32.6
Total	846	564	185	32.8
<u>Concordia Seminary, Springfield, Illinois:</u>				
1912	38	10	3	30.0
1917	23	9	3	33.3
1922	21	9	3	33.3
1927	32	18	6	33.3
1932	30	16	5	27.7
1937	17	11	3	27.2
1942	17	11	3	27.2
1947	29	17	5	29.4
1952	66	53	17	32.0
Total	273	154	48	31.2
Total Both Seminaries	1119	718	233	32.4

Because only one out of every five graduating classes was chosen for questioning, the percentage of selection of the total number of pastors serving congregations in the entire Lutheran Church--Missouri Synod would be one-fifth of 32.4 or 6.480 per cent. Actually, the 233 questionnaires mailed to parish pastors reached 6,271 of the total number 3,715 men actually serving congregations. This indicates a variant of .109 per cent due to the random sampling method used.

An attempt was also made to distribute the investigations geographically in proportion to the concentration of churches in the various forty-eight states. Table 2 shows this distribution by indicating the number of pastors serving congregations within each state as well as the number of questionnaires sent to those states.

Thus it was found that the 233 names selected represented 6,271 per cent of the total number of 3,715 pastors who were serving congregations. Due to the random sampling technique used for the selection of names, thirteen states were not included in the sampling. These thirteen states, however, are served by only sixty parish pastors. Thus, samplings were made in all but 1.7 per cent of the geographical areas in which pastors of the Lutheran Church--Missouri Synod are active.

Arkansas	1
California	1
Colorado	1
Connecticut	1
Delaware	1
Florida	1
Georgia	1
Illinois	1
Indiana	1
Iowa	1
Kansas	1
Michigan	1
Minnesota	1
Mississippi	1
Missouri	1
Montana	1
Nebraska	1
Nevada	1
New Hampshire	1
New Jersey	1
New Mexico	1
New York	1
North Carolina	1
North Dakota	1
Ohio	1
Oklahoma	1
Oregon	1
Pennsylvania	1
Rhode Island	1
South Carolina	1
South Dakota	1
Tennessee	1
Texas	1
Vermont	1
Virginia	1
Washington	1
West Virginia	1
Wisconsin	1
Wyoming	1

TABLE 2

GEOGRAPHICAL DISTRIBUTION OF PARISH PASTORS TO WHOM THE QUESTIONNAIRE WAS MAILED

State	Number of Pastors Serving Congregations	No. of Question- naires Sent	Percentage of Selection
Alabama	13	0	0
Arizona	4	0	0
Arkansas	12	1	8.3
California	214	18	8.4
Colorado	47	3	6.4
Connecticut	25	2	8.0
Delaware	2	0	0
District of Columbia	6	0	0
Florida	36	2	5.5
Georgia	7	0	0
Idaho	22	3	13.6
Illinois	439	39	8.8
Indiana	147	11	7.4
Iowa	223	15	6.7
Kansas	126	11	8.7
Kentucky	11	0	0
Louisiana	26	1	3.8
Maine	1	0	0
Maryland	36	5	13.8
Massachusetts	19	1	5.2
Michigan	271	11	4.0
Minnesota	285	14	4.9
Mississippi	6	2	33.3
Missouri	203	12	5.9
Montana	28	3	10.7
Nebraska	196	11	5.6
Nevada	4	0	0
New Hampshire	2	0	0
New Jersey	52	5	9.6
New Mexico	12	1	8.3
New York	197	6	3.0
North Carolina	22	2	9.0
North Dakota	68	4	5.9
Ohio	129	6	4.6
Oklahoma	47	6	12.7
Oregon	54	1	1.9
Pennsylvania	72	3	4.2
Rhode Island	3	0	0
South Carolina	4	0	0
South Dakota	68	3	4.4
Tennessee	15	2	13.3
Texas	181	9	5.0
Utah	6	0	0
Vermont	1	0	0
Virginia	10	1	10.0
Washington	59	3	5.0
West Virginia	2	0	0
Wisconsin	282	15	5.3
Wyoming	20	1	5.0

Outside Help Used

The only outside help used for obtaining information was found in the official statistical publications of the Lutheran Church--Missouri Synod, namely, the "Statistical Yearbook - 1953" and "The Lutheran Annual - 1954."

The following was mailed to 123 parish pastors of the Lutheran Church--Missouri Synod, selected from the list of pastors reported in the list of this church. The mailing was made on November 11, 1954, and accompanied by a letter explaining the purpose of the questionnaire. The purpose of the survey was to determine the religious activities of the parish ministers within the church, if possible. At the end of November, approximately 85 percent of the questionnaires had been returned. The investigator sent a second letter during the first week in December asking those who had not returned the questionnaire, if at all possible, to complete by December 15 the requested information. The clergies who had not returned their copy were told, if they did not choose to give the requested information, simply to return that portion of the questionnaire which would furnish the investigator with the name and address. After January 1, 1955, it was assumed that all those who intended to return the questionnaire had done so, and then the labels were made. It was found that 103 of the 123 men who had received questionnaires had taken time during the rather busy Christmas season to give the investigator the detailed information which he requested about business activities of parish ministers. Thus the number of questionnaires returned represents 83 per cent of those sent.

A check was made to determine whether the returns of the questionnaires were distributed as fairly and accurately as the manner which had

CHAPTER III

FINDINGS

Return of the Questionnaire

The questionnaire was mailed to 233 parish pastors of the Lutheran Church--Missouri Synod, selected according to the procedure described in Part Two of this report. The mailing was made on November 11, 1954, accompanied by a letter explaining the purpose of the questionnaire (See Appendix B) and asking the clergymen to return their completed questionnaire within two weeks, if possible. By the end of November, approximately seventy per cent of the questionnaires had been returned. The investigator sent a second letter during the first week in December asking those who had not returned the questionnaire, if at all possible, to cooperate by furnishing the requested information. The clergymen who had not returned their copy were told, if they did not choose to give the requested information, simply to return that portion of the questionnaire which would furnish the investigator with the name and address. After January 1, 1955, it was assumed that all those who intended to return the questionnaire had done so, and then the tabulations were made. It was found that 193 of the 233 men who had received questionnaires had taken time during the rather busy Christmas season to give the investigator the detailed information which he requested about business activities of parish ministers. Thus the number of questionnaires returned represents 83 per cent of those sent.

A check was made to determine whether the returns of the questionnaire were distributed as fairly and accurately as the names which had

been selected to become recipients of the questionnaire. Table 3 indicates that there is a reasonable uniformity in the percentage of the questionnaires returned from the various states to which they had been sent. The column on the extreme right of Table 3 indicates that the highest percentage of representation of the total number of clergymen in any one state was 16.7, and that there was only one state from which there was no return at all. In addition, it needs to be noted that thirteen states had not been included in the mailing of the questionnaire and, therefore, could not be represented in the returns. However, those thirteen states as shown on the last line of Table 3 represent only a total of sixty active parish pastors. These sixty constitute approximately 1.7 per cent of the total Missouri Synod active parish clergy.

The average percentage of representation by the returned questionnaires, as indicated in the last line of the column to the extreme right in Table 3, is 5.195. This should be compared with the total percentage of selection which was 6.271 as shown in the last line of Table 2. By comparing the figures in column three (Number questionnaires sent) with those in column four (Number returned), one can determine the amount of cooperation received from the pastors in each of the states to which the questionnaires were mailed. This comparison also indicates that the participation was quite uniform and rather general. It seems reasonable to assume, then, that the returned questionnaires represent an adequate geographical distribution of the opinion of the active clergymen of the Lutheran Church—Missouri Synod.

TABLE 3

GEOGRAPHICAL DISTRIBUTION OF QUESTIONNAIRES RETURNED BY PASTORS

State	Number Pastors Active	Number Questionnaires Sent	Number Returned	Per Cent Represented
Arkansas	12	1	1	8.3
California	214	18	13	6.1
Colorado	47	3	3	6.4
Connecticut	25	2	1	4.0
Florida	36	2	2	5.6
Idaho	22	3	3	13.6
Illinois	439	39	27	6.2
Indiana	147	11	10	6.8
Iowa	223	15	13	5.8
Kansas	126	11	8	6.3
Louisiana	26	1	1	3.8
Maryland	36	5	5	13.8
Massachusetts	19	1	1	5.2
Michigan	271	11	8	3.0
Minnesota	285	14	14	4.9
Mississippi	6	2	2	33.0
Missouri	203	12	11	5.4
Montana	28	3	3	10.7
Nebraska	196	11	10	5.1
New Jersey	52	5	4	7.6
New Mexico	12	1	1	8.3
New York	197	6	5	2.5
North Carolina	22	2	0	0.
North Dakota	68	4	4	5.8
Ohio	129	6	4	3.1
Oklahoma	47	6	6	12.8
Oregon	54	1	1	1.9
Pennsylvania	72	3	3	4.2
South Dakota	68	3	2	2.9
Tennessee	15	2	2	13.3
Texas	181	9	8	4.4
Utah	6	0	1	16.7
Virginia	10	1	1	10.0
Washington	59	3	2	3.4
Wisconsin	288	15	12	4.3
Wyoming	20	1	1	5.0
None Sent	60	-	-	-
Total	3,715	233	193	5.195%

On the first page of the questionnaire the responding clergymen had been asked to indicate the preparatory junior college as well as the theological seminary from which they graduated. According to the answer given to this question, the returns were sorted first according to graduation from the preparatory junior colleges and then according to their graduation from the seminaries of the Lutheran Church--Missouri Synod.

The first part of Table 4 shows the number of returns from each of the Lutheran Church--Missouri Synod's colleges plus one return from a school maintained by the Wisconsin Synod of the Lutheran Church. Since no statistical information was available about the number of men receiving the questionnaire who originally graduated from the various junior preparatory colleges, it was not possible to indicate the percentage which these returns represent of the total number of graduates of these preparatory schools. However, the figures in column two of the first part of Table 4 seem to indicate that the number of returns is in proportion to the size of the schools and the number of graduates who have been coming from those schools, at least in the last few decades. It will be noted that no returns were received from graduates of Concordia College at Portland, Oregon, as well as from Concordia College, Austin, Texas. This is due to the fact that these schools just recently introduced the two junior college years and that they, thus, were not in a position to furnish graduates who would be in the active parish ministry in 1952.

TABLE 4

DISTRIBUTION OF QUESTIONNAIRE RETURNS ACCORDING TO SCHOOLS FROM WHICH THE PARISH PASTORS GRADUATED

Location	Number of Returns		
Junior Colleges:			
Bronxville, N. Y.		13	
Concordia, Missouri		28	
Fort Wayne, Indiana		26	
Milwaukee, Wisconsin		29	
Oakland, California		4	
Winfield, Kansas		22	
St. Paul, Minnesota		30	
Watertown, Wisconsin (Wisc. Syn.)		1	
Edmonton, Canada		2	
Not Designated		1	
Springfield, Illinois (Pre-seminary)		37	
		193	
Seminaries:			
	<u>Number Sent</u>	<u>Number Returned</u>	<u>Per Cent Returned</u>
Saint Louis, Missouri	185	152	82.2
Springfield, Illinois	48	41	85.4
Total	233	193	83.0%

The second part of Table 4 shows the returns according to the two theological seminaries from which all clergymen of the Lutheran Church--Missouri Synod graduate. This part of the table shows that 152 returns came from graduates of the Seminary at Saint Louis and 41 from the Seminary at Springfield, Illinois. The percentage of return over against the number of questionnaires mailed to graduates of these two schools is almost identical. The Saint Louis graduates returned 82.2 per cent and the Springfield graduates 85.4 per cent. This leads one to believe that the representation of opinion in the questionnaires is a fair representation of the graduates of both of the theological seminaries.

The questionnaire had been mailed to graduating class representatives spaced at five year intervals, beginning with 1912 and ending with 1952. In addition, however, the responding clergymen were asked to indicate the year when they entered into the service of the church. This date did not always coincide with the year of their graduation because of the fact that some of the men did not obtain positions immediately after graduation or because they spent some time attending other educational institutions before they became active as parish ministers. Therefore, the number of years which the pastors served is indicated in groups of five years as shown in the second column of Table 5. The men who served longest were classified in the group serving from 42 to 38 years, the next longest 37 to 33 years, down to those who entered in 1952 or thereafter. Column three of Table 5 shows the number of questionnaires sent to these various age groups, which in turn corresponds with the information as it is shown in Table 1. The fourth column of Table 5 lists the number of questionnaires returned by each age group,

while in the fifth column is shown the percentage of return over against the number of the questionnaires mailed. The last column of the table indicates the percentage of the representation of opinion of the total number of questionnaires returned. It does not attempt to indicate, for example, that those men who were in the service of the church for 38 to 42 years represent 6.2 per cent of the total number of active clergymen, but rather that 6.2 per cent of the men who responded to the questionnaire have served as active clergymen between 38 and 42 years.

TABLE 5

DISTRIBUTION OF RETURNED QUESTIONNAIRES ACCORDING TO LENGTH OF TIME PASTORS SERVED THE CHURCH

Year Entered Church Work	No. of Years Served	No. Quest. Sent	No. Quest. Returned	Per Cent Returned	Per Cent of Total
1912 - 1916	42-38	18	12	66.6	6.2
1917 - 1921	37-33	21	15	71.4	7.8
1922 - 1926	32-28	25	19	76.0	9.8
1927 - 1931	27-23	35	31	88.5	16.1
1932 - 1936	22-18	34	24	70.5	12.4
1937 - 1941	17-13	30	28	93.3	14.5
1942 - 1946	12- 8	15	13	86.6	6.7
1947 - 1951	7- 3	22	20	90.9	10.4
1952 -	2-	33	31	93.9	16.1
Total		233	193	83.0	100.1

Also as far as the length of time which the responding pastors served the church is concerned, there is a rather marked uniformity. The smallest percentage of return was from those who served the church the longest. But, these did return 66.6 per cent of the total number of questionnaires mailed them. The highest percentage of return came from those who were in the service of the church the shortest period of

time as is shown in the last line of column five in Table 5, namely, 93.9 per cent. Since the percentage of return was this high, it seems reasonable to assume that the opinions in the questionnaire are a fair representation of the opinions of each of the age groups of the active clergymen.

The statistical records of the Lutheran Church—Missouri Synod do not indicate the size of the communities in which the various pastors are active. Therefore, it was not possible to compare the amount of response of the clergymen in each of the groups of community sizes. However, the first page of the questionnaire requested that the men indicate the community size within the population numbers shown in the first column of Table 6. The second column of Table 6 shows the number of returned questionnaires from each of the communities indicated, and the third column shows the percentage which these returns represent of the total number of questionnaires returned.

TABLE 6

DISTRIBUTION OF RETURNED QUESTIONNAIRES ACCORDING TO SIZE OF THE COMMUNITY IN WHICH THE PARISH PASTORS LIVE

Population	Number Returned	Per Cent of Total
More than 300,000	34	17.6
100,000 - 300,000	15	7.8
10,000 - 100,000	43	22.3
5,000 - 10,000	9	4.7
2,000 - 5,000	29	15.0
1,000 - 2,000	15	7.8
Under 1,000 but in town	21	10.9
Strictly Rural	27	14.0
Total	193	100.0

The writer is not able to state, for example, whether the number of returns from communities between one and two thousand was in direct proportion to the number of returns from communities between two and five thousand. However, it can be seen from Table 6 that each of the different population groups is represented in the returned questionnaires. So again, it seems reasonable to assume that the opinion of the responding clergymen presents conditions as they are found in all of the different community situations of the United States.

The statistical records of the Lutheran Church--Missouri Synod carefully tabulate the number of congregations which this church has in various communicant membership size groups. The groupings are shown in the first column of Table 7. Thus, the smallest preaching stations would be listed as having from 1 to 24 communicants, the next from 25 to 49, and the largest as having 2,000 or more communicants. Column two of this table shows the number of congregations which the church has in each of the communicant membership groups. The third column indicates the number of questionnaires which were received from these various communicant membership groups. The fourth column shows the percentage of representation which these returns constitute of the total number of congregations in their respective group. The last column shows the percentage of the total number of returns, as it pertains to the individual group sizes. Thus, the returns from congregations numbering from 1 to 24 constitutes .5 per cent of the total number of questionnaires returned. The returns from congregations between 25 and 49 communicants constitutes 1.6 per cent of the total number of returns.

It will be noted from the last two columns of Table 7 that there

was only one size group of congregations which did not return questionnaires, namely, the group having from 1,400 to 1,499 communicants. However, the returns from those having from 1,300 to 1,399 communicants is comparatively high and so for all practical purposes should reflect the situation quite adequately for the next size group. The average percentage of representation of all congregations is not as high as the average percentage of returns received from the various clergymen because many of the parish ministers serve more than one congregation.

Table 7 indicates that the information in the returned questionnaires gives representation to the different congregation sizes as they are found in the Lutheran Church--Missouri Synod. It is reasonable to assume, therefore, that the opinion of the responding clergymen represents conditions as they are found in the congregations of all sizes in the different communities of the United States.

1300 - 1399	18	2	1.1	1.0
1400 - 1499	12	0	-	-
1500 - 1999	76	1	0.3	1.6
2000 or more	16	1	0.3	1.3
No congregation	-	1	-	2.1
Total	4,976	173	4.0	100.0

TABLE 7

**DISTRIBUTION OF RETURNED QUESTIONNAIRES ACCORDING TO COMMUNICANT
MEMBERSHIP OF CONGREGATIONS SERVED BY PARISH PASTORS**

Number of Communicants	Number of Congregations	No. Quest. Returned	Per Cent of Congregations	Per Cent of Total Returns
1 - 24	206	1	.5	.5
25 - 49	419	3	.7	1.6
50 - 74	499	10	2.0	5.2
75 - 99	378	10	2.6	5.2
100 - 199	1300	50	3.8	25.9
200 - 299	762	29	3.8	15.0
300 - 399	437	32	7.3	16.6
400 - 499	273	21	7.7	10.9
500 - 599	171	7	4.1	3.6
600 - 699	104	7	6.7	3.6
700 - 799	91	3	3.3	1.6
800 - 899	55	2	3.6	1.0
900 - 999	40	3	7.5	1.6
1000 - 1099	35	2	5.7	1.0
1100 - 1199	26	2	7.7	1.0
1200 - 1299	18	1	5.6	.5
1300 - 1399	18	2	11.1	1.0
1400 - 1499	12	0	-	-
1500 - 1999	34	3	8.8	1.6
2000 or more	16	1	6.3	.5
No congregation	-	4	-	2.1
Total	4,894	193	4.0	100.0

Business Circumstances Under Which Pastors Work

To determine the kind of business knowledge and skill which are needed by the parish pastor of the Lutheran Church--Missouri Synod, we need to know the type of business equipment with which the parish pastor is required to work. Therefore, a section was provided on page one of the questionnaire on which the parish pastors could check the various kinds of office machines which they now have and use in connection with their ministerial work. Table 8 shows the total number of pastors who indicated that they have and use typewriters in connection with their parish ministry, the total number using mimeographs, liquid duplicators, mimeoscopes, addressing machines, dictating machines, vertical files, and card files.

The last line of Table 8 shows the percentage of the responding pastors who used each type of equipment. Thus, 99 per cent of the responding clergymen indicate that they use typewriters in connection with their work, 96 per cent use mimeographs, 84 per cent use vertical files, and 73 per cent use card files.

It is very clear from this tabulation that the most commonly used equipment in the parishes of the Lutheran Church--Missouri Synod consists of typewriters, mimeographs, vertical files, and card files. The least used article of equipment is the dictating machine.

TABLE 8
OFFICE EQUIPMENT AVAILABLE TO PARISH PASTORS

Commun. Members	Type writer	Mimeo graph	Ditto Dupl.	Mimeo scope	Address. Machine	Dict. Mach.	Vert. File	Card File
24-49	3	3	-	-	-	-	3	2
50-74	11	11	-	1	1	-	10	6
75-99	9	7	-	2	1	-	6	6
100-199	50	48	5	12	8	1	40	35
200-299	29	29	3	9	10	-	24	21
300-399	31	31	8	15	15	-	26	22
400-499	21	21	6	12	15	2	21	15
500-599	7	7	3	2	6	1	6	6
600-699	7	7	3	5	6	2	6	7
700-799	3	3	2	1	1	2	3	3
800-899	2	2	1	2	2	-	2	2
900-999	3	3	3	-	2	3	3	3
1000-1099	2	2	1	1	2	-	2	1
1100-1199	2	2	2	2	2	1	1	2
1200-1299	1	1	1	-	-	-	-	-
1300-1499	2	2	2	-	2	-	2	2
1500-over	4	4	4	3	4	2	4	4
No. Congr.	4	3	1	2	2	1	3	4
Total	191	186	45	69	79	15	162	141
% of Returns	99	93	23	36	41	8	84	73

The tabulation also distributes each type of equipment according to the communicant membership of the congregations served by the responding pastors. This distribution seems to indicate that with the exception of the four most popular articles of equipment, the smaller congregations tend not to use such items as liquid duplicators, addressing machines and dictating machines. As a congregation grows in size, its business operation becomes more complicated and requires such additional office machines as addressing machines and, in some instances, dictating equipment. However, one cannot conclude that all of the parish pastors of the Lutheran Church--Missouri Synod are in possession of and use all of the types of equipment listed in Table 8.

Another section of the questionnaire sought to gather information about the kind of clerical and secretarial help which the parish pastors had available. It seemed important to know whether the pastor is required to perform the major portion of his office work himself or whether he had paid volunteer help to assist him in these activities.

Table 9 indicates the amount and kind of assistance available to the responding pastors. The second column lists the number of pastors who had no office assistants at all. The third column shows the number of pastors who received assistance only from members of their family who gave their services gratis. The fourth column shows the number of pastors who received free assistance from volunteer workers of their church. The next column shows the number of congregations served by the responding pastors who had part-time office assistants. This column does not indicate how many workers each pastor had but only the number of pastors who had part-time workers. The next column indicates the number of

responding clergymen who had the assistance of full time paid helpers. Again, this column does not indicate the number of full time workers, but only the number of pastors who had such full time workers. The last column, on the other hand, indicates the total number of paid workers in all of the parishes. This column does not attempt to distribute the number of workers according to the number assisting each individual pastor, but only the total number of office workers employed by the various congregations. Thus, for example, the congregations having from 400 to 499 communicant members employed a total of ten paid workers.

A rather distinct pattern is noticeable in Table 9. This pattern indicates that those pastors having the least amount of clerical assistance serve the smallest congregations. As the size of the congregation increases so the number of helpers and the professional relationship with the helpers tends to increase.

The last line of the table shows the percentage of pastors in each category who have the type of assistance indicated. Thus, 25 per cent of the responding clergymen have no clerical or office assistance at all. Thirty-nine per cent have family members assisting them with their clerical and office duties, 47 per cent received the aid of volunteer church members, 19 per cent have part-time paid workers and only 8 per cent have full time paid workers. The total percentage of this last line is more than 100 because some of the responding clergymen may have the assistance of family members, the volunteer help of church members, and a part-time paid worker. It seems reasonable to assume from a study of Table 9 that the majority of the clergymen of the Lutheran Church--Missouri Synod do not have the assistance of professional office or clerical workers.

TABLE 9
CLERICAL AND SECRETARIAL HELP AVAILABLE TO PARISH PASTORS

Communi- cant Members	No Office Workers	Family Members Gratis	Church Members Gratis	Have Part- Time Paid Workers	Have Full- Time Paid Workers	Total No. of Paid Workers
1-49	1	2	2	-	-	-
50-74	4	5	4	-	-	-
75-99	4	5	2	-	-	-
100-199	19	18	22	5	-	4
200-299	10	14	13	3	-	2
300-399	8	14	16	5	-	4
400-499	1	7	13	10	2	10
500-599	-	1	4	2	1	3
600-699	-	2	4	4	3	7
700-799	-	1	1	1	1	2
800-899	-	-	2	-	-	-
900-999	-	2	3	1	2	2
1000-1099	-	-	1	-	1	1
1100-1199	-	1	-	1	1	2
1200-1299	-	-	-	1	-	1
1300-1499	1	-	1	1	-	3
1500-over	-	1	3	-	2	4
No Congr.	-	2	3	-	2	4
Total	48	75	90	36	15	50
% of Returns	25	39	47	19	8	-

Most of the pastors are personally in charge of office duties and only occasionally do they receive assistance from volunteer workers from the congregation or from their own family.

Business Activities of Parish Pastors

The major portion of the questionnaire consisted of a listing of 89 separate business activities in which a parish pastor might be engaged to a greater or lesser degree. These 89 activities were grouped in six different sections; related activities were included in each of the six sections. The parish pastor was asked to check whether he performs these activities "often" or "sometimes" or "not at all." If the activity was performed by an assistant he was asked to check the "not at all" column. Thus, the response would indicate those activities in which the parish pastor personally participated.

After the responses about the frequency of business activities were tabulated in their respective columns of "often," "sometimes," and "never," the columns were weighted. Items in column one were given a weight of three, those in the "sometimes" column a weight of two, and those in the "never" column a weight of one. The total weighted score for each respective activity was then obtained by adding the scores of column one and two and three for the activity in question. The weighted totals then became the basis for listing the business activities in the order of their frequency in each of the six respective activity groups as shown in Table 10, 11, 12, 13, 14, and 15. And finally, a composite table of all activities in the order of their frequency was prepared on the basis of the weighted score. The composite order of frequency is shown in Table 18.

The first part of this section of the questionnaire concerned itself with activities for which the parish pastor might use such office machines as the typewriter, a stencil or other type of duplicator, dictating equipment, addressing machines and other commonly used office machines. Fifteen different activities were listed in this grouping. The results from the weighted scores indicate that the most frequently performed activities in this area were "typing sermons or sermon notes," "typing business letters," "typing material for Sunday bulletin," "cutting stencils," "using the mimeograph or other stencil duplicators," and "typing copies for the printer."

The column following the listed activities in Table 10, headed "Done Frequently," shows the number of parish pastors who stated that they performed the respective activity frequently. Accordingly, 160 of the 193 responding pastors stated that they frequently typed sermons and sermon notes. Only eight stated that they used dictating machines, while only two frequently used gelatin duplicators. The last column indicates the percentage of the total number of responding pastors stating that they performed the respective activity frequently. Eighty-three per cent, therefore, stated that they frequently typed sermons and sermon notes. Only one per cent indicated that they frequently used a gelatin duplicator. The average frequency of performance percentage for this group is 38.8.

TABLE 10
**BUSINESS ACTIVITIES INVOLVING THE USE OF OFFICE MACHINES
 IN ORDER OF FREQUENCY**

Activity	Done Frequently	Per Cent of Returns
1. Typing sermons or sermon notes	160	83
2. Typing business letters	132	68
3. Typing material for Sunday bulletin	147	76
4. Cutting stencils	133	69
5. Using stencil duplicators	128	66
6. Typing copy for the printer	103	53
7. Typing orders for supplies	94	49
8. Typing various kinds of lists	83	43
9. Typing on filing cards	55	28
10. Typing on ruled forms	37	19
11. Using mimeoscope	21	11
12. Using addressing machines	17	9
13. Using liquid or spirit duplicator	7	4
14. Dictating to dictating machine	8	4
15. Using gelatin duplicator	2	1
Average Per Cent Doing These Things Frequently		38.8

An attempt was made in this next part to list those activities which are concerned with bookkeeping, financial administration, and business law as these apply to the work of the parish pastor. Twenty-seven different activities were listed in this section of the questionnaire. The order of frequency which the pastors indicated, as it was determined by means of the weighted score, is shown in Table 11.

The most frequently performed activity of this section is "Keeping records of sacred acts." This is followed by "Keeping records of ministerial calls and services." The third most frequently performed activity consists of "Planning or helping plan financial campaigns."

The second column in Table 11 shows the number of pastors who indicated that they performed the respective activity frequently. One hundred and seventy-seven of the 193 pastors who responded stated that they frequently keep records of sacred acts. The last column indicates the percentage of the total number of responding pastors who stated that they performed the activity frequently. Accordingly, 83 per cent of the responding pastors stated that they frequently keep records of ministerial calls and services. The average percentage of frequency of this group of activities is 25.8.

1. Keeping records of sacred acts	177	83
2. Keeping records of ministerial calls and services	152	72
3. Planning or helping plan financial campaigns	138	67
4. Keeping records of budgets or trusts	87	41
5. Keeping records of utility bills	81	39
6. Keeping records of individual members' pledges	16	8
7. Keeping records for the congregation	15	7
8. Keeping records of janitor's supplies, books, etc.	12	6
Average Per Cent Doing These Things Frequently		25.8

TABLE 11

**BUSINESS ACTIVITIES INVOLVING RECORD KEEPING, FINANCIAL,
OR LEGAL MATTERS IN ORDER OF FREQUENCY**

Activity	Done Frequently	Per Cent of Returns
1. Keeping records of sacred acts	177	92
2. Keeping records of ministerial calls and services	161	83
3. Planning or helping plan financial campaigns	130	67
4. Keeping attendance records	121	63
5. Preparing income tax returns	91	47
6. Keeping records of memorial wreaths	68	35
7. Estimating the church's financial needs	62	32
8. Planning the church's expenditures	52	27
9. Selecting financial record books	29	15
10. Keeping records of supplies and equip- ment purchased	36	19
11. Organizing bookkeeping system for congregation or society	25	13
12. Planning follow-up collections on unpaid pledges	20	10
13. Arranging for incorporation of congregation	21	11
14. Reconciling bank account balances	24	12
15. Negotiating loans for the congregation	20	10
16. Keeping inventory records	19	10
17. Making financial reports to boards etc.	21	11
18. Sending our payments or remittances	42	22
19. Issuing receipts for money received	30	16
20. Keeping records of church maintenance costs	42	22
21. Keeping records of cash receipts and ex- penditures	42	22
22. Auditing financial records	18	9
23. Keeping records of bequests or trusts	27	14
24. Keeping records of utility bills	21	11
25. Keeping records of individual members' pledges	18	9
26. Do the banking for the congregation	18	9
27. Keeping records of janitor's supplies, hours, wages	12	6
Average Per Cent Doing These Things Frequently		25.8

The next part of the questionnaire concerned itself with the pastors' participation in the purchasing of real estate, buildings, equipment, and other items which may be needed for the performance of their duties. It is to be realized, of course, that activities of this nature would not be performed as frequently as those which are of a more or less routine clerical nature. Nevertheless, the relative frequency with which these activities are performed in their respective group, was indicated by the manner in which the parish pastors checked the statements in this area.

It was shown that 61 of the 193 parish pastors frequently "placed orders for equipment, materials, and supplies." Fifty-five frequently "acted as consultants in purchasing office equipment or furnishings." As the purchasing procedure became more specialized, the frequency with which the activity occurred was reduced considerably.

The second column in Table 12 shows the number of pastors who stated that they performed the respective activity frequently. The last column indicates the percentage of the total number of responding pastors who performed these activities frequently. The average per cent of frequency with which the activities in this section were performed is 16.6. Although these activities may not engage this pastor's attention as often as those shown in Tables 10 and 11, yet, when the occasion for their use arises, these are just as important if not more important than those which are performed less frequently.

TABLE 12
BUSINESS ACTIVITIES INVOLVING PURCHASES FOR THE CONGREGATION

Activity	Done Frequently	Per Cent of Returns
1. Place orders for equipment, materials, or supplies	61	32
2. Act as consultant in purchasing office equipment or furnishings	55	28
3. Act as consultant in purchasing church furnishings	50	26
4. Deal with architects, contractors, builders, etc.	35	18
5. Act as consultant in purchasing land for church, school, or parsonage	39	20
6. Act as consultant in purchasing materials for construction or building repairs	15	8
7. Act as consultant in purchasing buildings already constructed	14	7
8. Act as consultant in purchasing plumbing and heating equipment	13	7
9. Act as consultant in purchasing equipment for church kitchen	10	5
Average Per Cent Doing These Things Frequently		16.6

This next part of the questionnaire sought to list those activities which would involve a use of business English and filing skills. It was not considered important to know whether the various compositions referred to in many of these activities were made in long hand or short hand or with the typewriter. The only matter of concern was whether the parish pastor was required to use a knowledge of business English and of filing procedures.

Table 13 lists 13 different activities of this nature in the order of frequency as they were designated by the responding pastors. The second column indicates the number of pastors who stated that they performed the respective activity frequently. The last column shows the percentage of the total number of responding pastors who do this frequently. The average percentage of frequency of these activities is

50.3.

1. File legal documents	21	28
2. Keep a complete file of correspondence	17	22
3. Keep a file of notices and particulars of church activities	16	21
4. Keep a file of notices and particulars	15	20
5. Maintain alphabetical files of correspondence	14	18
6. File copies of envelopes received or sent	13	17
7. Copy and distate letters	12	16
8. Copy and distate bulletins, news letters, programs, etc.	11	14
Average Per Cent Doing These Things Frequently		50.3

TABLE 13

BUSINESS ACTIVITIES INVOLVING LETTER WRITING AND FILING

Activity	Done Frequently	Per Cent of Returns
1. Compose and write letters personally	168	87
2. File copies of sermons and addresses	160	83
3. Keep a card file of members and prospective members	159	82
4. Compose and write bulletins, news letters, programs, etc.	155	80
5. Keep a telephone list of numbers you frequently call	127	66
6. Prepare and mail form letters or bulletins to members or prospects	111	58
7. File budget information	114	59
8. Organize a filing system	106	55
9. File catalogs of church supplies and equipment	89	46
10. Read and mark proof for printers	82	42
11. File advertising matter on books and other publications	64	33
12. File legal documents	76	40
13. Keep a clipping file or scrap book of church activities	68	35
14. Keep a file of magazines and periodicals	64	33
15. Maintain alphabetic files of correspondence	69	36
16. File copies of invoices received or sent	48	25
17. Compose and dictate letters	46	24
18. Compose and dictate bulletins, news letters, programs, etc.	40	21
Average Per Cent Doing These Things Frequently		50.3

Fourteen different activities were listed in the next part. The matter of concern here was with such activities which would involve and require a knowledge of office management and supervising procedures. This would include the relationships which exist between the parish pastor and any professional help which he has in his office, such as, full-time and part-time paid secretaries, as well as the supervision of volunteer office helpers and the supervisory functions which he is required to perform in his relationships with the different congregational and society committees which concern themselves with business problems. Table 14 tabulates the findings in this area.

The second column of Table 14 shows the number of pastors who indicated that they frequently perform activities of this nature. The last column shows the percentage of the total number of responding pastors who indicate that they frequently perform the respective activity. The average percentage of frequency for this group of activities is 18.3.

1. Supervising a school bus transportation	27	6
2. Supervising people who prepare food for	22	6
3. Supervising people who prepare food for	2	1
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Average Per Cent Doing These Things Frequently		18.3

TABLE 14
BUSINESS ACTIVITIES INVOLVING OFFICE MANAGEMENT AND SUPERVISION

Activity	Done Frequently	Per Cent of Returns
1. Supervising finance and fund-raising committees	85	44
2. Supervising budget making procedures	87	45
3. Dealing with personnel problems	59	31
4. Training a secretary or office worker	29	15
5. Planning the work program for your office secretary	38	20
6. Determining the amount and kind of office help needed	33	17
7. Supervising janitors and maintenance workers	21	11
8. Supervising your secretary in keeping records for you	31	16
9. Supervising purchasing procedures and records	23	12
10. Supervising your secretary in the use of a filing system	26	13
11. Supervising your secretary in the use of office machines	23	12
12. Selecting and hiring a secretary	27	14
13. Supervising a school bus transportation system	12	6
14. Supervising people who prepare food for large groups	2	1
Average Per Cent Doing These Things Frequently		18.3

The second column of this table lists the number of persons who indicated that they performed these activities frequently, while the last column shows the percentage which these constitute of the total number of 193 responding persons. The average percentage of frequency for these activities is 39.

Table 15 lists the six different activity groups under which the individual activities have been listed in the order of their group frequency. The activities in this table are arranged in accordance with

Seven different activities of a more personal nature were listed in the last part of this section. Here the parish pastor was given an opportunity to indicate how frequently he concerns himself with such problems as personal money management, family budgeting, and personal financing. Table 15 shows the order of frequency in which the composite weighted scores indicate that the parish pastor perform these activities.

TABLE 15

BUSINESS ACTIVITIES INVOLVING PERSONAL PROBLEMS

Activity	Done Frequently	Per Cent of Returns
1. Setting up a family insurance program	114	59
2. Keeping family financial records	107	55
3. Preparing a family budget	85	44
4. Arranging to travel by rail, bus, or air	62	32
5. Making time payment purchases	57	30
6. Borrowing money from banks or other lending agencies	38	20
7. Arranging for travel outside of the United States	8	4
Average Per Cent Doing These Things Frequently		38.0

The second column of this table lists the number of pastors who indicated that they performed these activities frequently, while the last column shows the percentage which these constitute of the total number of 193 responding pastors. The average percentage of frequency for these activities is 38.

Table 16 lists the six different activity groups under which the individual activities have been listed in the order of their group frequency. The activities in this table are arranged in accordance with

the average percentage frequency of performance as it is shown in the individual tables from 10 through 15.

TABLE 16
GROUPS OF ACTIVITIES IN ORDER OF FREQUENCY

Activity	Table Number	Average Per Cent of Group
1. Letter writing and filing	13	50.3
2. Use of office machines	10	38.8
3. Personal business problems	15	38.0
4. Records, financial, legal matters	11	25.8
5. Office management and supervision	14	18.3
6. Purchasing activities	12	16.6
General Group Percentage Average		31.3

The first column shows the name of the group of activities, the second column the table number which lists the individual activities of the group, and the third column the percentage of frequency of each activity group. Letter writing and filing, according to this tabulation, constitute the most frequently performed group of business activities of parish pastors. The use of office machines with special emphasis on the typewriter and stencil duplicators is second in importance. The third most frequently used group of business activities concerns itself with personal business problems. The average percentage of frequency of all activity groups is 31.3.

At the end of the six activity groups the pastors were given an opportunity to list additional activities which the investigator did not include in his questionnaire. Table 17 lists the activities which were added by various responding parish pastors.

TABLE 17

ADDITIONAL BUSINESS ACTIVITIES LISTED BY PARISH PASTORS

-
-
1. Purchase and care of automobile
 2. Management of estates
 3. Managing an investment program
 4. Making personal loans
 5. Taking care of safety-deposit box
 6. Managing income property
 7. General family shopping
 8. Managing youth camps
 9. Arranging pension and other retirement programs
 10. Advise or assist widows with funeral arrangements, insurance programs, social security claims, etc.
-

No attempt was made in this table to arrange the activities in any special order of frequency, nor is there any indication as to which of the ten additional activities was considered the most important by the responding pastors. Table 17 is merely a listing of activities as they were suggested on the returned questionnaires.

Table 18 lists all 89 activities which had been included in the six sections of the questionnaire in the order of frequency with which the responding pastors stated they performed each activity. The order was determined by means of the weighted score to which the investigator referred above. Thus, No. 1, in Table 18, "keeping records of sacred acts," was considered the most frequently performed activity by all parish pastors. The second, "compose and write letters personally," was the one that the parish pastors stated they performed in second rank of frequency.

TABLE 18

ALL BUSINESS ACTIVITIES PERFORMED BY PARISH PASTORS
IN ORDER OF THEIR FREQUENCY

-
1. Keep records of sacred acts (baptisms, weddings, etc.)
 2. Compose and write letters personally
 3. Type sermons or sermon notes
 4. File copies of sermons and addresses
 5. Keep records of ministerial calls and services
 6. Keep a card file of members and prospective members
 7. Compose and write bulletins, news letters, programs, etc.
 8. Type business letters
 9. Plan or help plan financial campaigns
 10. Type material for Sunday bulletins
 11. Cut stencils.
 12. Use mimeograph or other stencil duplicators
 13. Keep a telephone list of numbers you frequently call
 14. Set up a family insurance program
 15. Prepare and mail form letters or bulletins to members or prospective members
 16. File budget information
 17. Keep attendance records
 18. Type copy for the printer
 19. Keep family financial records
 20. Type orders for supplies
 21. Organize a filing system
 22. Supervise finance and fund-raising committees
 23. Supervise budget making procedures
 24. Type various kinds of lists
 25. File catalogs of church supplies and equipment
 26. Prepare a family budget
 27. Read and mark proof for printers
 28. Prepare income tax returns
 29. Place orders for the church equipment, material, or supplies
 30. Keep records of memorial wreath donations
 31. Act as consultant in purchasing office equipment or furnishings
 32. File advertising matter on books and publications
 33. Act as consultant in purchasing church furnishings
 34. Estimate the church's financial needs for the year
 35. Arrange to travel by rail, bus, or air
 36. File legal documents
 37. Type on filing cards
 38. Keep a clipping file or scrap book of church activities
 39. Keep a file of magazines and periodicals
 40. Make time payment purchases
 41. Maintain alphabetic files of correspondence
 42. Plan the year's expenditures for the church
 43. Deal with architects, contractors, builders, etc.
 44. Type on ruled forms

TABLE 18 (continued)

45. Borrow money from banks or other lending agencies
 46. Deal with personnel problems
 47. Act as consultant in purchasing land for church, school, or parsonage
 48. File copies of invoices received or sent
 49. Compose and dictate letters
 50. Select books to be used for financial records
 51. Train a secretary or office worker
 52. Keep records of supplies and equipment purchased
 53. Compose and dictate bulletins, news letters, programs, etc.
 54. Act as consultant in purchasing materials for construction or repair of buildings
 55. Organize bookkeeping system for congregation or society
 56. Plan the work program for your office secretary
 57. Plan follow-up collections on unpaid church pledges
 58. Determine the amount and kind of office help needed
 59. Supervise janitors and maintenance workers
 60. Arrange for incorporation of the congregation
 61. Supervise your secretary in keeping records for you
 62. Supervise purchasing procedures and records
 63. Use mimeoscope
 64. Act as consultant in purchasing buildings already constructed
 65. Act as consultant in purchasing plumbing and heating equipment
 66. Supervise your secretary in the use of a filing system
 67. Reconcile bank account balances
 68. Negotiate loans for the congregation
 69. Keep inventories of church equipment and supplies
 70. Make financial reports to boards and others
 71. Supervise your secretary in the use of office machines
 72. Select and hire a secretary
 73. Send out payments or remittances
 74. Use addressing machine
 75. Act as consultant in purchasing equipment for kitchen
 76. Issue receipts for money received
 77. Keep records of costs of church maintenance
 78. Keep records of cash receipts and expenditures
 79. Audit financial records of church or society
 80. Use liquid or spirit duplicator
 81. Supervise a school bus transportation system
 82. Keep records of bequests or trust funds received
 83. Dictate to dictating machine
 84. Keep records of utility bills
 85. Keep records of individual members
 86. Use hectograph or other gelatin duplicator
 87. Arrange for travel outside of the United States
 88. Do the banking for the congregation
 89. Keep records of janitor's supplies, hours, wages
-

The seventy-fifth percentile rank in Table 18 falls between the twenty-third and twenty-fourth activity. The fiftieth percentile falls between activity number forty-five and forty-six. The twenty-fifth percentile falls between activity number sixty-eight and sixty-nine.

It seems reasonable to assume that the activities ranking above the fiftieth percentile should be of considerable concern to those who wish to provide training in the business knowledge and skill as these are needed by the parish pastor of the Lutheran Church--Missouri Synod. Those items falling below the fiftieth percentile may be just as important or even more important than the ones above the rank. However, it may be best to limit areas of instruction for these less frequently performed activities. Perhaps training in some of these should be offered only to those pastors who concern themselves with work in large congregations, others to pastors whose activities take them to rural parishes and limited according to other interest groups.

Business Education for Parish Pastors

The last part of the questionnaire asked the parish pastor to indicate where he would suggest that specific training courses for various business knowledge and skill should be given. These suggested areas of training included the various educational levels as they are found in the ministerial training schools of the Lutheran Church--Missouri Synod.

TABLE 19
 WHERE SHOULD BUSINESS COURSES BE OFFERED IN THE TRAINING PROGRAM
 OF LUTHERAN CHURCH--MISSOURI SYNOD PASTORS

Course or Unit	Preparatory School		The Senior College	The Semi- nary	Con- fer- ences	Priv- ate Study
	H. S. Dptmt.	Junior College				
Typewriting	173	28	1	3	-	1
Operating Duplicators	87	70	17	14	3	8
Church Bookkeeping	16	59	70	39	2	6
Church Finances	1	29	89	61	12	2
Fund Raising	-	8	79	71	27	10
Law as it concerns the church	-	5	84	84	13	11
Office Management	1	37	105	40	2	9
Filing	33	66	69	31	-	2
Purchasing	8	30	100	27	9	9
Church Building Program	-	3	69	93	20	15
Care of Buildings and Grounds	3	19	53	53	18	40
General Business Training	33	81	76	9	3	4
Consumer Economics	10	58	84	10	6	10
Other Courses or Units:						
Shorthand	10					
Administration	11					
Advertising	2					
Salesmanship	1					
Elementary Mechanics	1					

The level of the church's ministerial educational system on which the parish pastor indicated that this course or unit should be offered. The second column shows the number of pastors who indicated that it should be offered on this level. The third column shows the percentage of the total number of responding pastors who felt that the course should be offered on this respective level. It will be noted that the total percentage is not always 100. This is due to the fact that some pastors indicated that a course or unit be offered on more than one educational level while others, according to their opinion, should not be offered at all.

It will be found that for some activities the total number of pastors indicating that the course or unit should be offered is higher than 193. This is due to the fact that some pastors indicated that they would suggest a certain subject to be taught in more than one school. Thus, it may be found that typewriting, for example, is suggested for the high school department and the junior college department of the preparatory schools.

The last part of Table 19 lists additional subjects as they were suggested by the responding pastors with an indication as to how many pastors suggested that these subjects be added. No attempt was made here to indicate the educational level on which these units or courses should be offered.

An attempt was made to arrive at a composite of the suggestions which the parish pastors made regarding the schools or educational levels on which each kind of business training should be offered. This information is shown in tabulated form in Tables 20 through 32. Each of these tables concerns itself with one individual subject as it has been listed in the questionnaire. The first column of each of the tables indicates the level of the church's ministerial educational system on which the parish pastor indicated that this course or unit should be offered. The second column shows the number of pastors who indicated that it should be offered on this level. The third column shows the percentage of the total number of responding pastors who felt that the course should be offered on this respective level. It will be noted that the total percentage is not always 100. This is due to the fact that some pastors indicated that a course or unit be offered on more than one educational level while others, according to their opinion, should not be offered at all.

TABLE 20

TYPEWRITING

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	173	90
Junior College	28	15
Senior College	1	1
The Seminaries	3	2
Conferences	0	0
Private Study	1	1

TABLE 21

OPERATE DUPLICATORS

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	87	45
Junior College	70	36
Senior College	17	9
The Seminaries	14	7
Conferences	3	2
Private Study	8	4

TABLE 22

CHURCH BOOKKEEPING

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	16	8
Junior College	59	31
Senior College	70	36
The Seminaries	39	20
Conferences	2	1
Private Study	6	3

TABLE 23
CHURCH FINANCES

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	1	1
Junior College	29	15
Senior College	89	46
The Seminaries	61	32
Conferences	12	6
Private Study	2	1

TABLE 24
FUND RAISING

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	0	0
Junior College	8	9
Senior College	79	41
The Seminaries	71	37
Conferences	27	14
Private Study	10	5

TABLE 25
CHURCH LAW

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	0	0
Junior College	5	3
Senior College	84	44
The Seminaries	84	44
Conferences	13	7
Private Study	11	6

TABLE 26
OFFICE MANAGEMENT

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	1	1
Junior College	37	19
Senior College	105	54
The Seminaries	40	21
Conferences	2	1
Private Study	9	5

TABLE 27

FILING

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	33	17
Junior College	66	34
Senior College	69	36
The Seminaries	31	16
Conferences	0	0
Private Study	2	1

TABLE 28

PURCHASING

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	8	4
Junior College	30	16
Senior College	100	52
The Seminaries	27	14
Conferences	9	5
Private Study	9	5

TABLE 29
CHURCH BUILDING

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	0	0
Junior College	3	2
Senior College	69	36
The Seminaries	93	48
Conferences	20	10
Private Study	15	8

TABLE 30
BUILDINGS AND GROUNDS

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	3	2
Junior College	19	10
Senior College	53	27
The Seminaries	53	27
Conferences	18	9
Private Study	40	21

TABLE 31
GENERAL BUSINESS

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	33	17
Junior College	81	40
Senior College	76	39
The Seminaries	9	5
Conferences	3	2
Private Study	4	2

TABLE 32

CONSUMER ECONOMICS

Where to be Studied	No. Pastors So Minded	Percentage of Respondents
High School Department	10	5
Junior College	58	30
Senior College	84	43
The Seminaries	10	5
Conferences	6	3
Private Study	10	5

It will be necessary for the church's training schools and for those individuals and committees who concern themselves with the planning of or the revision of curricula for these schools to decide which courses, if any, should be given on the respective educational levels of the schools of the Lutheran Church--Missouri Synod. Table 33 makes an attempt at indicating where the responding pastors think specific courses might be offered.

Table 33 lists only those courses or units which were suggested for a school by 33 per cent or more of the responding pastors. This proportion was chosen quite arbitrarily simply to serve as a point of departure. Accordingly then, certain subjects would be offered in more than one school or educational level. It is obvious that such duplication would be neither desirable nor practical. However, this overlapping gives those responsible for planning curricula enough flexibility to shift courses from one area to another and yet to offer them where many of the responding pastors think they should be offered. It should be noted also that none of the suggested courses, according to the opinion of the responding pastors, could very well be pursued in conferences or in private study.

TABLE 33

COURSE OFFERINGS

Educational Agency	Courses to be Offered	
High School Department	Typewriting	Operating Duplicators
Junior College	Filing General Business	Operating Duplicators Consumer Economics
Senior College	Bookkeeping Filing Church Law Purchasing Fund Raising	Church Finances General Business Church Building Consumer Economics
The Seminaries	Church Law Fund Raising	Office Management Church Building
Conferences	No courses suggested by 33% or more	
Private Study	No courses suggested by 33% or more	

Table 33 also indicates certain units or subjects which could possibly be combined with each other. It seems reasonable to assume at this point that not every unit suggested is of equal importance. Therefore, it is possible to combine most of the units, for example, which are listed for the Senior College into one course, which might be called a General Business or a Business Management Course for Parish Pastors. Similarly, the items listed for the seminaries could possibly be combined as a unit or two connected with a course in Parish Administration. To be sure, the information of this table, at best, could do no more than offer suggestions. The actual curriculum would have to be dealt with by curriculum experts.

CHAPTER IV

SUMMARY AND CONCLUSIONS

Summary of This Study

This study has presented the problem "What Kind of Business Knowledge and Skill are Needed by the Parish Pastor in the Lutheran Church--Missouri Synod" to representative pastors of the Church. The questionnaire gave these pastors an opportunity to transmit information about their business administrative functions, their clerical and secretarial activities, their personal business problems and affairs, and their opinion about giving business training and instruction to parish pastors and prospective parish pastors. Before the questionnaire was submitted, it was examined by experts in the field of educational research, in the field of specialized training for parish pastors and in the parish ministry. The pastors to whom the questionnaire was submitted were chosen from various age groups and various geographical locations in the Lutheran Church--Missouri Synod. It can be assumed that the distribution of the questionnaire was made in such a way as to get a representative cross-section of the opinion of the active parish pastors of the Lutheran Church--Missouri Synod.

Also the returns of the questionnaire were representative. They were widely distributed geographically, in accordance with the length of service which these men have rendered their church, in keeping with the various sizes of communities in which the pastors work, and in accordance with the various communicant memberships of the congregations served by the responding pastors.

It was found that the pastors in these congregations regularly use at least two articles of business equipment, namely, the typewriter and the duplicator. The indication that this equipment is available and used by the pastors is so overwhelming that for all practical purposes one can state it is necessary to have it and to be able to use it in order to be successful in the parish ministry. Ninety-nine per cent of the pastors indicated that they have typewriters available and that they use them in their work. More than 80 per cent indicated that they use a duplicator regularly.

It can be generally seen that, although most of the pastors need to use office machines and equipment, yet very few of them, in fact, only those in the larger congregations, receive any clerical assistance to aid them in such use. Even where clerical assistance is available, most of it is of a voluntary nature and may not always be professionally trained.

The response of the pastors indicates that they perform all the 39 different business activities listed in the questionnaire. Letter writing and filing activities are performed more frequently than others. Office machines, such as the typewriter and the duplicator, are used very frequently. Many of the clergymen frequently are concerned with personal business problems.

It seems to be the opinion of the parish pastors that opportunities for training in the various business activity areas should be furnished by one or another department of the Church's ministerial training program. In no single instance is it the consensus of opinion of the responding pastors that any of the studies can be successfully pursued through private study.

Interpretation of the Findings

The very generous response of the queries indicates a decided interest in the question whether business knowledge and skills are needed by the parish pastor of the Lutheran Church—Missouri Synod. The fact that 83 per cent of the clergymen took time from a busy pre-Christmas schedule to complete a rather lengthy and detailed questionnaire indicates that they considered the problem important.

The fact that so many of the responding clergymen, in addition to furnishing the information requested in the questionnaire, also appended opinions and suggestions, and in most instances statements of encouragement, as can be seen in the Appendix to this report (See page 62), also indicates that they would like to have something done about giving the parish pastor of the Lutheran Church—Missouri Synod an opportunity to receive business training.

Because the questionnaires were mailed to a carefully selected group of clergymen and because their responses came in proportion to the selection ratio, it seems reasonable to assume that the opinion expressed by the 193 responding clergymen can be taken to represent the general opinion of the active parish pastors of the Lutheran Church—Missouri Synod. This statement seems reasonable because of the fair geographical distribution, the distribution between the various age groups, the distribution between urban and rural congregations, and between the large and the small churches.

The responses show that in order to be an active clergyman today it is necessary to perform a large number of business activities. The most commonly performed activities are those of composition and filing,

followed immediately by the use of the typewriter and duplicating machines. There also seems to be considerable need among the parish pastors for guidance in the performance of their personal business.

The opinion that training in some of the business subject areas be offered to, if not required of, prospective pastors of the church is very pronounced. The greatest emphasis is placed on the need for training in typewriting. Ninety per cent of the responding pastors feel that typewriting instruction should be offered in the high school department of the Church's training program. This would seem to indicate that if a student enrolls as a college freshman, typing skill should be required as a pre-requisite for entrance. In fact, it can almost be stated that the ability to use the typewriter should be considered a tool of literacy for the parish minister.

The need for knowledge and skill to operate duplicators is almost as great. The only difference seems to be that the responding clergymen are not agreed whether this skill should be developed in the high school or the junior college department. It would seem reasonable, however, that in a specialized typing course in an already overcrowded curriculum opportunity could be given for a study of the necessary duplicator operating skills. Thus, this particular training, it would seem, should be given on the same level as typewriting.

Somewhere along the pre-seminary level of training, there seems to be a felt need for a course which emphasizes filing and which gives the prospective pastor some knowledge and skill of a general business or consumer economics nature. This could perhaps be included in the curriculum of the junior colleges.

There also seems to be a need for a unit or a number of units which concentrate more or less on business management as it would concern the parish pastor. This could perhaps best be placed in the Senior College program. That would leave the units emphasizing fund-raising, office management, and church building for the parish administration course at the seminaries.

Conclusions

This study indicates that the men in the parish ministry feel conscious of their need for training in business knowledge and skill. They realize that in order to perform the work of the preaching of the Gospel, which is the primary function of their calling, can be performed more effectively and more extensively if the pastor has some business knowledge and skill. In many instances the pastors noted that they were forced to gain this knowledge and skill through private study, often in a hit or miss fashion, in order to enable themselves to perform their duties as effectively as they felt they should be performed. The opinion of these responding clergymen seems general enough to warrant the statement that it is up to those who are in charge of Synod's training schools to study this need very carefully and to take steps as soon as possible to augment the course offerings and to supply some business training directed specifically to the needs of the parish pastor. Without being conclusive, this study seems to indicate that the least which should be offered is training in the use of the typewriter and duplicating machines, training in general business which includes phases of a study of consumer economics and general clerical and secretarial procedures, a course in business

administration as it would pertain to the functions of the parish pastor, and finally, a unit or two which concerns such specialized problems as fund-raising, church building, financial programs, and legal problems connected with the office of the ministry.

Limitations of the Study

It was not the purpose of this study to determine how a course in business training should be implemented, nor was it the concern of the investigator to determine whether it is necessary or desirable to offer training of this kind to those individuals who are already active in the parish ministry. The main concern of this study was to find an answer to the question whether the active parish pastors feel that training in business knowledge and skill are needed for their work.

Recommendations

To pursue this problem further and to follow through on the encouragement given by the responding pastors showing a desire for business training and a definite need for such training for the clergymen of the Lutheran Church--Missouri Synod, the following recommendations are made:

1. That a tentative curriculum or course of study in the field of business training for parish pastors be developed
2. That the areas of training and emphasis be defined
3. That a preliminary study be made as to the educational level on which these courses should be offered
4. That steps be taken to begin developing resource units which can be used to give a rather specialized type of business training to prospective clergymen. This should be designed in such a way that it will meet the specific problems of a business nature as they arise in the parishes of today.

5. That this whole question of business training for pastors be discussed with conferences and that the reaction of the clergymen be noted
6. That this information be made available to those men in the Lutheran Church--Missouri Synod who are responsible for the planning of and the revision of curricula for the training of future clergymen.

call into a definite area. Many of the ideas suggested in these pages may certainly seem to be handy in such a situation."

"Perhaps a business skill which could be provided in some way is that of co-ordinating the various projects that go on in a church, so that one project does not receive more emphasis than it should. We here in -- are about to build a church, but no matter how hard I have tried, it seems that all some of our people think about is the new church. The new church is important, but there are other areas of church work which are also important. In other words, maybe our pastors need to be better business administrators."

"I think typing is essential, something which should be learned before secondary training. Also shorthand would be very practical. Filing and keeping records also are very necessary. A course in writing various kinds of letters would be very useful, showing pastors how to write correct business letters, how to word objectives of calls, how to send congratulatory letters, etc."

"To prevent mistakes in business procedures, the instruction should be given by a layman, not a clergyman, competent in such matters."

"Though I can't see how these courses would fit into the secondary curriculum, I wonder how much the student will retain of 'law as it concerns the Church,' 'church building programs,' and 'consumer education' for later use."

APPENDIX A

WHAT RESPONDING PASTORS THINK ABOUT BUSINESS EDUCATION FOR PARISH PASTORS

"Have just gone through the ordeal of considering and accepting a call into a mission area. Many of the items suggested in these pages may certainly come in handy in such a situation."

"Perhaps a business skill which could be provided in some way is that of co-ordinating the various projects that go on in a church, so that one project does not receive more emphasis than it should. We here in -- are about to build a church, but no matter how hard I have tried, it seems that all some of our people think about is the new church. The new church is important, but there are other areas of church work which are also important. In other words, maybe our pastors need to be better business administrators."

"I think typing is essential, something which should be learned before Seminary training. Also Shorthand would be very practical. Filing and keeping records also are very necessary. A course in writing various kinds of letters would be very useful, showing pastors how to write correct business letters, how to word rejection of calls, how to send congratulatory letters, etc."

"To prevent naivete in business procedures, the instruction should be given by a layman, not a clergyman, competent in such matters."

"Though I can't see how these courses would fit into the seminary curriculum, I wonder how much the student will retain of 'law as it concerns the Church,' 'Church building programs,' and 'consumer economics' for later use."

"I believe some of the things the profs take for granted the student knows concerning business activities -- but when a 'greenhorn' like I was gets out, it's sometimes hard to learn by experience. That's why I would to see workshops at the seminaries where such things as mimeographing, purchasing, etc. are discussed with the students. We cannot take the practical for granted."

"I know the Seminary program is a busy one, but I feel it would lead to a far more efficient ministry if just a little training could be given along the business and office line. If these things were offered in pre-seminary years, I'm afraid many of them would be forgotten. Perhaps a course in Practical Church Business Administration could be offered as an elective at the Sem. That would at least give those interested in gaining a little efficiency in business work the opportunity to do so."

"I feel the strong need for such courses! However, I am not certain just at what level they should be offered. I also feel not too much time in terms of course hours should be inserted in the curriculum. The important phase of such training would be, it seems to me, to create an awareness of the administrative functions essential to the parish ministry today and to make tested methods and techniques available."

"It appears to me that the brethren are overwhelmed at the demands of parish administration today. Adequate training with proper emphases should help them immensely."

"By all means, we need 'business course,' machine-operating, typing, etc., and how! Also much more information on financing, on district and synodical levels, the importance of district and synodical levels, the importance of district and synod in the congregation's budget. The most

we got was 'it costs Synod plenty to give you your training. You ought to be grateful.' This was to be the motivation for working for Synod when we got out. More power to you."

"Not too many courses, nor consuming too much time. I would suggest that a single ideal system of office management be available at the Seminary with actual equipment for the fellows to observe in action and study step by step. More as an extra-class project. We still must turn out ministers of the Gospel."

"I believe you are, though belatedly enough, on the right track. Much anguish, time, energy could be saved and mistakes prevented through this type of training prior to entering the ministry. I certainly wish I had had it."

"Teach theological candidates how to work with a church secretary."

"Glad to see someone recognizing the need for some business training for our pastors. Large part of the work is business and program administration. Let me emphasize that administration.

"I believe the time has come for the Church to train specialists for certain functions of the ministry: a) good preachers b) good administrators c) good supervisors of educational programs c) good counselors."

"I think all of our men should not leave the seminary until they have had thorough training in business practices, office management, personnel management (especially important where there are a number of professional workers in a congregation), and economics. Have the men trained like the professional fund raisers (Wells, etc.) are trained to conduct a canvass for money or pledges."

"In office-filing, etc., all we had in our day was propeudeutics.

My filing system, of which I am proud, was learned by myself because I have always been interested in it. Every pastor should know how to operate an office, even if it is in a small congregation -- urban or rural."

"Because many pastors are expected to head fund-raising campaigns, it is very important in my estimation that the pastor be trained along these lines in order to have decency and order."

"My opinion is that the Sem graduates today are far better prepared for the ministry than we were twenty years ago, but I too see room for many practical studies. These I would feel should be taught late enough to come to the students at a time when they are mature enough to benefit from them. If time would allow when they are at the Sem, they would probably get the most out of them because they would be nearer to going into the ministry. But since some of the subjects would not take much time, they might also be taught in a series of conference papers. Business, financial, and management ought come late in the preparation for the ministry."

"I think this is a fine starting point for a sorely needed survey! Would you now do me the return favor of sending a copy or two of this questionnaire to lead us in a local survey of this problem? Please!"

"This is a fine endeavor! I feel it should bring worthwhile results."

"We need more information about bids, contracts, etc. in connection with building of church property."

"Somewhere along the line it would be a good idea to teach our future ministers to answer their mail promptly!"

"While I have a full-time secretary at the present time, and prior to that had a part-time secretary for about eleven years, the first

fifteen years of my ministry were in parishes where the pastor had to be his own clerical worker, typist, file clerk, mimeograph operator, etc. He had to be the purchasing agent, business manager, and general superintendent for the congregation. In my humble opinion, the pastor should be able to operate the typewriter and other office equipment. He should be acquainted with business procedures, law as it concerns the church and himself as a professional man. Above all, he should be acquainted with church architecture and art as it is likely that he will in his ministry go through several minor and at least one major building program. Officers and building committees lean heavily on the pastor's opinions and ideas at such a time.

"More congregations should realize that a good full-time secretary is a must in the church's program and gives the pastor more time for private study and for the task of soul-winning and soul-keeping.

"Church offices should be equipped with good modern office equipment and not with worn out, secondhand, secretary-annoying equipment. In our complex church activity and fast-moving society, good dictating equipment should be available to the pastor, and he should be instructed, before entering the ministry to effectively use such equipment.

"There should also be a law against frequent questionnaires which are time consuming. Our departments, boards, committees are prolific in the production of such documents, ranging from three to umpteen pages. (I did have to get this in.)

"Glad to have been of some help even if it meant doing it after hours and in long hand. My secretary was not available."

"I have always served rural parishes and therefore may not have the experiences that others have had. But my opinion is that the business training and skills should not be over-emphasized from one extreme to another or from undue lack of it to overdoing it."

"Should prove very helpful. I have long felt the need for such training."

"As pastor of a small congregation years ago, I had to do much more in the line of duplicating and keeping records, setting up accounts, and general office routine.

"During my years as executive secretary of---District, I had to manage the church office, supervise secretaries, advise congregations re incorporation, purchasing land, building programs, etc.

"Our only formal training was a course in bookkeeping at Concordia and a few lectures at the Seminary on church finances, church architecture, filing."

"More effort should be exerted to convince the individual of the fact that he is being prepared for service to the Church instead of as a professional clergyman. By 'church' I mean the entire kingdom of God instead of the limited group of personal contact."

"I have been convinced from my first day in the ministry that the time I spent in class way back in the outer courts of French, Trigonometry, etc. or in the inner courts of Europe's political schemers would have been much better spent in a course in typing, shorthand, business methods, and the like."

"I think that somewhere along the line our future pastors should be taught to keep their own finances in good order, and it should be an

iron-clad rule that the pastor keeps hands-off congregational and society money. Debts, charge accounts, installments have ruined a number of otherwise good pastors. To receive, handle congregational or society monies has also brought a number of our pastors into hot water."

"Some business training would be very helpful. We should have typing and some bookkeeping, some training in church finances and fund-raising. The main thing is how to get enough money to perate the church and your own personal affairs."

"If the volume of printed and mimeographed material sent out by synodical officers, boards, bureaus, committees, commissions, etc. keeps on growing, it will be necessary to give ministerial students a course in how to read all the 'stuff' without neglecting parish work, as visiting the sick, etc. Perhaps it will be imperative to invent a sleepless ministry in order to have time to read all the dope which flows so freely from synodical sources of every kind. This may sound funny, but, brother, believe me, it is a most serious matter!!!"

"I believe that some of the courses suggested above could be offered as electives or extra-curricular activities. I would not be in favor of their addition to the curriculum at the cost of dropping academic subjects."

"I suggest that prospective seminarians spend a year or two in the business world after graduation from high school, thus getting practical experience and, very important, the layman's point of view on business and finances."

"I suggest that our junior college and seminary men obtain summer employment in an office and thus put their knowledge to work. I fear that

our men may have considerable theory, but not enough practical experience in business."

"Pastors are to be pastors and preachers, not business men. Too much business training takes something from the pastor and preacher."

"I sincerely appreciate your submitting the questionnaire to me... I am 'intrigued' that some folks finally are getting around to something like this for our students... Experience in the ministry has intensified my thinking in these matters. Of course, we all are agreed that it is a primary requisite that our church workers be thoroughly trained in the spiritual elements of their work, but we do have many external, mechanical gadgets brought into the service of facilitating our spiritual work. Likewise, I think it is a distinct service to our men and to our church to train them in the use of mechanical gadgets that will facilitate their office work."

"If you don't mind, I will add a few notes. Take them for what they are worth:

1. Arranging the pastor's office; perhaps a kind of 'plot planning.'
2. In addition to his study, the pastor or his church must have a workshop.
3. Expose the men to files, and files, and then some more files. Congregations only do themselves harm by not providing all the files a pastor needs.
4. Prepare a 'business filing kit,' merely as a sample which a student can start and use and develop.
5. Prepare 'record kit,' samples of what successful record keeping demands so that they may have an idea where to start and for what to strive.
6. An idea how music is filed may be quite useful to many.
7. Pardon the following, but Christian business culture: good manners, refinement, grooming.

8. Preparing copy for the printer, lay-outs.
9. Have you ever studied or analyzed the handwriting of people?
10. Use of the dictaphone, methods and ethics."

"Let's stress general business."

"Typing and shorthand are most important to me. The vicarage year is the proper time to learn many of the above. Some churches need business managers."

"In this congregation, of necessity, I must do things in the business activity area that others in the congregation ought to do. The ministry gets too cluttered. Time is spent that ought to be used for sermons etc. Thus, the pastor should learn how to get others to help him and how to train them to work for him effectively."

"I am not sure that any more training is needed for the pastor but more is needed for the laymen so that many of the things which the pastor does could be given to others to do."

"Our boys should be trained in budget matters, especially personal budget. It is sad when in your ministry a fellow pastor is told by the general merchant to leave his purchase on the counter because his account has been too long overdue."

"These studies should be helpful."

"Shorthand and typing would be of such great help throughout junior college and the rest of our schooling that it seems almost a crime not to provide the students with it early in their preparation. Association with some top flight salesman the last few years has convinced me that a salesmanship course would be of great help in our sermonizing, calling on prospects, and public relations in general."

Concordia College

71.

ESTABLISHED 1837

FIRST WAYNE, INDIANA

OFFICE OF THE
HESS MANAGER

"The biggest problem is an adequate filing system -- what to throw away -- what to keep -- and then to find what you have kept, when you want."

November 11, 1954

"It would perhaps be better to have the subjects given on page four taught in the senior college, provided the men really purposed to enter the ministry, so as not to push aside the necessary subjects of theology at the seminary. These are of supreme importance. Many of our men graduating from the seminary are sadly lacking in the knowledge of doctrine."

From personal experience in the parish ministry, to be a very busy one. Now what time to fill in the information requested on the enclosed check list. Your answers will help us to make a careful study of an important phase of ministerial training for our church. Rest assured that your replies will be used professionally and confidentially. Only the composite results will be published. The findings will be made available to interested people in our colleges and seminaries.

I am conducting this research project under the guidance of the Practical Theology Department of Concordia Seminary at St. Louis. The results of the project will be written up in thesis form and submitted to the department. The advisor for the project is Dr. A. O. Fuerbringer, President of Concordia Seminary, St. Louis.

This questionnaire is being mailed to 233 pastors of the Lutheran Church - Missouri Synod. The names were selected from graduating class lists of our two seminaries from 1912 to 1952. The names are chosen in such a way as to give a proportionate representation to the pastors of our Church in various age groups, geographical locations in the United States, congregation sizes, and urban and rural congregations.

It is very important for the success of this project that I receive an early reply from you. You are the only one who can give me the information I need. So please give me your help. Mail your completed questionnaire in the enclosed stamped and addressed envelope. If at all possible, I would like to have your reply on my desk by November 22, 1954.

Thank you very much for your help.

Fraternally yours,

Edgar Wals

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enc.

Concordia College

ESTABLISHED 1839

FORT WAYNE 4, INDIANA

OFFICE OF THE
BUSINESS MANAGER

November 11, 1954

Dear Brother:

Please give me a few minutes of time from a schedule which I know, from personal experience in the parish ministry, to be a very busy one. Use that time to fill in the information requested on the enclosed check list. Your answers will help us to make a careful study of an important phase of ministerial training for our church. Rest assured that your replies will be used professionally and confidentially. Only the composite results will be published. The findings will be made available to interested people in our colleges and seminaries.

I am conducting this research project under the guidance of the Practical Theology Department of Concordia Seminary at St. Louis. The results of the project will be written up in thesis form and submitted to the department. The advisor for the project is Dr. A. O. Fuerbringer, President of Concordia Seminary, St. Louis.

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It is very important for the success of this project that I receive an early reply from YOU. You are the only one who can give me the information I need. So please give me your help. Mail your completed questionnaire in the enclosed stamped and addressed envelope. If at all possible, I would like to have your reply on my desk by November 22, 1954.

Thank you very much for your help.

Fraternally yours,

Edgar Walz

EW:mc
enc.

APPENDIX C

Concordia College

ESTABLISHED 1839

FORT WAYNE 4, INDIANA

OFFICE OF THE
BUSINESS MANAGER

December 6, 1954

Dear Brother:

About three weeks ago, we mailed you a copy of a questionnaire asking for information about "What Business Knowledge and Skills are Needed by the Parish Pastor of the Lutheran Church-Missouri Synod." We are happy to report that over 70% of the brethren have been able to complete and return their questionnaire.

It would help us considerably in arriving at valid conclusions if we had a still greater percentage of returns. May we, therefore, ask you once again to give us the benefit of your experience by completing the questionnaire. We are enclosing another copy just in case you should have mislaid yours.

If for some reason you should not desire to give us the information for which we ask or if for any reason you should not be in a position to return the completed questionnaire, please help us by just writing your name on the questionnaire and returning it in the enclosed self-addressed envelope. This will enable us to arrive at a cut-off time so that we may proceed with the tabulation of results.

Thank you very much for your time and consideration.

Fraternally,

Edgar Walz
Edgar Walz

EW:mc
enc.

APPENDIX D

A QUESTIONNAIRE TO HELP DETERMINE THE KIND OF BUSINESS KNOWLEDGE AND SKILL WHICH ARE NEEDED BY THE PARISH PASTOR IN THE LUTHERAN CHURCH - MISSOURI SYNOD

Your Name _____

Address _____
 Street or Route City State

From which preparatory school did you graduate? _____

From which seminary did you graduate? _____

In which year did you enter the parish ministry? _____

What is the approximate communicant membership of the congregation which you now serve? (If you're not in a parish now, the last one you serve) _____

Size of the community in which your church is located (check one)

Over 300,000 _____ 2,000 up to 5,000 _____
 100,000 up to 300,000 _____ 1,000 up to 2,000 _____
 10,000 up to 100,000 _____ Under 1,000 but in town _____
 5,000 up to 10,000 _____ Strictly rural (country church) _____

Check any of the following equipment which you have available:

Typewriter _____ Addressing machine _____
 Stencil Duplicator (mimeograph) _____ Dictating equipment _____
 Liquid Duplicator (ditto) _____ Vertical file cabinets _____
 Mimeoscope _____ Card filing cabinets _____

Check the kind of clerical or secretarial assistance which you have available in your office or study:

None _____ Part-time paid help _____
 Members of the family (gratis) _____ Full-time paid help _____
 Volunteer help (church members) _____ Number of paid secretaries _____

PLEASE CHECK THOSE BUSINESS ACTIVITIES IN THE FOLLOWING LIST WHICH YOU PERSONALLY PERFORM. Place a check mark in that column which most nearly indicates a frequency with which you perform these activities. Activities performed by persons other than yourself should be marked in the "never" column.

<u>BUSINESS ACTIVITIES INVOLVING THE USE OF OFFICE MACHINES</u>	<u>Often</u>	<u>Some-times</u>	<u>Never</u>
Typing business letters			
Typing sermons or sermon notes			
Typing material for the Sunday Bulletin			
Cutting Stencils			
Typing copy for the printer			
Typing orders for supplies			
Typing various kinds of lists			
Typing on ruled forms			
Typing on filing cards			

	<u>Often</u>	<u>Some- times</u>	<u>Never</u>
0. Use mimeograph or other stencil duplicator			
1. Use hectograph or other gelatine duplicator			
2. Use liquid or spirit duplicator			
3. Dictate to dictating machine			
4. Use addressing machine (operate machine personally)			
5. Use mimeoscope			
<u>BUSINESS ACITIVITIES INVOLVING RECORD-KEEPING, FINANCIAL, OR LEGAL MATTERS</u>			
1. Select books to be used for financial records			
2. Organize bookkeeping system for congregation or society			
3. Keep records of cash receipts and expenditures			
4. Keep records of individual members' pledges			
5. Estimate the church's financial needs for the year			
6. Plan the year's expenditures for the church			
7. Keep inventories of church equipment and supplies			
8. Keep records of costs of church maintenance			
9. Keep records of ministerial calls and services			
10. Keep records of sacred acts (baptisms, weddings, etc)			
11. Keep records of supplies and equipment purchased			
12. Plan or help plan financial campaigns			
13. Negotiate loans for the congregation			
14. Do the banking for the congregation			
15. Keep records of janitor's supplies, hours, wages			
16. Keep records of utility bills			
17. Issue receipts for money received			
18. Make financial reports to boards and others			
19. Keep record of bequests or trust funds received			
20. Keep records of memorial wreath donations			
21. Audit financial records of church or societies			
22. Send out payments or remittances			
23. Prepare income tax returns			
24. Reconcile bank account balances			
25. Plan follow-up collections on unpaid church pledges			
26. Arrange for incorporation of the congregation			
27. Keep attendance records			
<u>BUSINESS ACTIVITIES INVOLVING PURCHASES FOR THE CONGREGATION</u>			
. Deal with architects, contractors, builders etc.			
Have charge of or act as consultant in purchasing:			
. Land - for church, school, or parsonage			
. Materials for construction or repair of buildings			
. Buildings already constructed			
. Plumbing and heating equipment			
. Church furnishings			
. Equipment for church kitchen			
. Office equipment or furnishings			
. Place orders for equipment, materials, or supplies			

<u>BUSINESS ACTIVITIES INVOLVING LETTER-WRITING AND FILING</u>	<u>Often</u>	<u>Some-times</u>	<u>Never</u>
1. Compose and write letters personally			
2. Compose and dictate letters			
3. Compose and write bulletins, newsletters, programs etc.			
4. Compose and dictate bulletins, newsletters, programs etc.			
5. Maintain alphabetic files of correspondence			
6. Organize a filing system			
7. File catalogs of church supplies and equipment			
8. File copies of sermons and addresses			
9. File advertising matter on books and other publications			
10. Keep a file of magazines and periodicals			
11. Keep a card file of members and prospective members			
12. Keep a telephone list of numbers you frequently call			
13. File budget information			
14. File legal documents			
15. File copies of invoices received or sent			
16. Read and mark proof for printers			
17. Keep a clipping file or scrapbook of church activities			
18. Prepare and mail form letters or bulletins to members or prospective members			
<u>BUSINESS ACTIVITIES INVOLVING OFFICE MANAGEMENT AND SUPERVISION</u>			
(Note: The word "supervision" is here used in the sense of counselling, guiding, teaching)			
1. Selecting and hiring a secretary			
2. Training a secretary or office worker			
3. Determining the amount and kind of office help needed			
4. Planning the work program for your office secretary			
5. Dealing with personnel problems			
6. Supervising your secretary in the use of office machines			
7. Supervising your secretary in keeping records for you			
8. Supervising purchasing procedures and records			
9. Supervising your secretary in the use of a filing system			
10. Supervising finance and fund-raising committees			
11. Supervising budget-making procedures			
12. Supervising janitors and maintenance workers			
13. Supervising people who prepare food for large groups			
14. Supervising a school bus transportation system			
<u>BUSINESS ACTIVITIES INVOLVING PERSONAL PROBLEMS</u>	<u>Often</u>	<u>Some-times</u>	<u>Never</u>
1. Preparing a family budget			
2. Keeping family financial records			
3. Making time payment purchases			
4. Borrowing money from banks or other lending agencies			
5. Setting up a family insurance program			
6. Arranging to travel by rail, bus, or air			
7. Arranging for travel outside of the U. S.			
BELOW, LIST OTHER BUSINESS ACTIVITIES YOU PERFORM:			
8. _____			
9. _____			

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