The Church Growth Survey Handbook

Bob Waymire and C. Peter Wagner
THE
CHURCH GROWTH SURVEY
HANDBOOK
THIRD EDITION: REVISED

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WHY DO A CHURCH

At a crucial point in His ministry, Jesus said, "On this rock I will build my church and the gates of hell shall not prevail against it" (Mt. 16:18).

Later he told His disciples that they were the ones who were going to implement these plans, and he told them how: "Go, therefore, and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe whatsoever I have commanded you" (Mt. 28:19-20). Christians call that statement The Great Commission.

It is for the express purpose of furthering the Great Commission in obedience to the Lord Jesus Christ that this Church Growth Survey Handbook was written.

One of the phenomena that Christian leaders have frequently observed and commented on is that some churches decline while others grow. Some churches seem sick while others seem vigorous and healthy. Some churches have little influence on their community while others are moving out and ministering to the unchurched with explosive power. God seems to be blessing some churches abundantly, while He seems to be withholding His blessing from others. Every year, in fact, many churches die.

All of this is common knowledge. But it does raise an extremely important question in the minds of thinking people: WHY? Why do not all churches grow?

Healthy churches grow. The Lord adds daily to them such as should be saved (see Acts 2:47). This, naturally, raises another question: If my church is not growing, can I do anything about it? Do I need to sit helplessly by while lethargy and decline take over?

In most cases -- but not all -- nongrowth is a curable disease. And the first step toward beginning the process of therapy is to make an accurate diagnosis of the situation. You need to know what is wrong before you can make plans to do something about it. The Church Growth Survey Handbook will provide you an up-to-date instrument for making an intelligent assessment of the strengths and weaknesses of your local church or your denomination.

Why do a church growth survey? Who needs it?

1. If you are a local church pastor, you are the person whom
GROWTH SURVEY?

God is holding primarily responsible for the welfare of your church. A church growth survey will help you get a clearer grasp of your task. You spend a good bit of your time in the intricate details of ministry: counselling, administration, visitation, evangelism, preaching, prayer, giving aid, and so on. A church growth survey will allow you to stand back, so to speak, and see the whole picture. You will know where the church has been, where it is, and where it might be (or could be) going with God's blessing. You will develop "church growth eyes." You will get insights into your people and your community that you did not have before. You will, hopefully, become a better pastor as a result.

But, a word of caution is needed. What you learn may well drive you to your knees. You may find yourself beseeching God for wisdom and power as never before. You may find yourself confessing sin and asking for a new start in your ministry. You may find yourself working harder than you have previously. The road ahead might not be easy, but it will be extremely satisfying. And most important, it will bring glory to God.

2. If you are a denominational leader, you have a key responsibility for a number of churches. They may be an entire national denomination, a regional conference, or convention, or association, or diocese, or district, or a local cluster of churches. If it is your desire that the individual churches under your jurisdiction grow and that the total number of churches be multiplied, The Church Growth Survey Handbook is for you. One of your major responsibilities is to help plan for future activities. As you do a church growth survey, you will find the planning process greatly simplified because you will possess key information. It will help you ask the right questions about your churches. It will help you understand the reasons for growth and decline. It will enable you to be a better leader and counsellor of the church leaders you work with.

3. If you are a student of church growth, the Handbook will guide you, step by step, in your investigation. It is a tool designed to standardize church growth research. As its use increases, you will find that comparative studies of churches will be facilitated because all will be reporting the same categories and using the same measurements.

Remember, Jesus said, "I will build my church . . . ."
KINDS OF CHURCH GROWTH SURVEYS

The Church Growth Survey Handbook is a versatile instrument. It can be used for different types of church growth surveys. A few of the pages apply mainly to one type of survey or another but this will be clearly indicated at the appropriate time. The major types of surveys include:

1. A LOCAL CHURCH

A local church survey is like a medical checkup for a person. Sick people, of course, need immediate examinations. But even healthy people need periodic checkups in order to avoid possible problems in the future. A local church survey enables leaders to gain a realistic evaluation of their situation as a basis on which to make projections for future growth.

2. A SPECIAL CLUSTER OF CHURCHES

For a number of reasons it is often desireable to focus on a particular cluster of churches for the survey. Most frequently this is a denominational cluster such as all Lutheran churches in a given province. But the cluster can be composed of small churches, large churches, Pentecostal churches, older churches, storefront churches, ethnic churches, fast-growing churches and so on.

3. A GEOGRAPHICAL AREA

Church growth surveys are often made across denominational lines and within a particular geographical area. The growth of churches in a given city, province, nation or even continent can be surveyed. Read, Monterroso and Johnson's Latin American Church Growth (Eerdmans 1979) is an example of the latter.
GENERAL INFORMATION

On this page we begin recording data. The chart below asks for general information as to the subject and sources for the survey. It is self-explanatory.

If the survey is for a local church, you will want to list the full name of the church and the full name of the denomination under item 1. The address will be that of the local church.

Survey contacts are your primary sources of information. Be sure to include your own name and address at the bottom. It may not seem important now, but, historically it will be important.

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<thead>
<tr>
<th>GENERAL INFORMATION</th>
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<tbody>
<tr>
<td>Organization</td>
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<tr>
<td>Country or city</td>
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<tr>
<td>Survey Date(s)</td>
</tr>
</tbody>
</table>

1. church and/or denomination: ________________________________
   address ________________________________________________

2. survey contact (#1):
   position and title ________________________________
   address ________________________________________________

3. survey contact (#2):
   position and title ________________________________
   address ________________________________________________

4. survey done by:
   position/title/org.: ________________________________
   address ________________________________________________

telephone ________________________________
GATHERING THE DATA

Essential building blocks of a church growth survey are accurate data. Qualities such as church health and vitality can be measured to a significant degree. There are some church qualities that we do not know how to measure well such as Christlikeness, agape love and prayerfulness. Until measuring instruments are developed for such Christian virtues, we cannot include them in church growth surveys even though we know they are important components for a healthy and growing church. But there are some important qualities of a church that we can and do measure.

These qualities that are both measurable and useful for church growth surveys and diagnosis are listed on the following pages.

The best methodology for gathering the information needed for a church growth survey is field research. There is no substitute for being where the action is. While some church growth surveys are done through correspondence, such a procedure is usually not satisfactory. That is why some schools, such as Fuller Seminary's School of World Mission in Pasadena, California, require their graduate students who come from abroad to collect data on their churches and/or denominations before leaving the field. In fact, one of the reasons The Church Growth Survey Handbook is being written is to facilitate that process.

Some local churches keep good records, and some do not. Some denominations keep good records, and some do not. If they do not, the task is more difficult but not impossible. When precise data are unavailable for certain years or for the entire period of time being studied, you will have to rely on educated guesses. Long time church members can frequently give fairly accurate estimates. Interview two or three and then compare and collate the results. For the purposes of the survey, educated guesses will work, so use them.

The next three pages talk about the type and scope of data that will be used to construct the history and provide for a current diagnosis of a church or group of churches. This is followed by helps for recording and graphing the data.
THE DATA YOU WILL NEED

A. SURVEY FOR A LOCAL CHURCH

1. CHURCH MEMBERSHIP

Gather information on the number of "active" or "communicant" members, however this is defined in the church. Do not include non-resident members, or those who are merely part of the church "community", such as relatives of active members, etc. Remember, these figures are for diagnostic, not promotional, uses. In all cases be consistent--use the same kinds of figures for each year.

Membership figures in the survey should be year end—the number who are members on December 31 of each year.

2. WORSHIP ATTENDANCE

Worship attendance figures are very useful because they reflect a degree of commitment usually not reflected in membership figures. In some churches, particularly older ones, worship attendance will run below membership. In others it is consistently higher. Do not use Sunday evening prayer meeting attendance in this category.

Worship attendance figures should be the average of the 52 Sundays of the year.

3. ADULT SUNDAY SCHOOL ATTENDANCE

This figure is especially useful for churches which have a strong adult Sunday School program. If there is little or no adult Sunday School program, omit this category.

Sunday School attendance figures should be the average of the 52 Sundays of the year.

4. COMPOSITE

Composite membership is the average of the three categories listed above.

If, for example, membership is 400, worship attendance is 300, and Sunday School is 200, composite would be 300 \( (400 + 300 + 200 = 900 \div 3 = 300) \). Composite membership helps reduce the effect of inaccurate and inflated statistics.

If only two of the three above figures are available, composite is the average of the two.

NOTE: You may want to plot both "Church membership" (#1), and "Composite" (#4) on Graph 2-A. If you do, draw an identifying symbol around the point plotted. (\( \odot \) = Church membership (active), \( \Delta \) = Composite).
## THE DATA YOU WILL NEED...

### B. SURVEY FOR A GROUP OF CHURCHES

All figures on this page are year-end figures.

<table>
<thead>
<tr>
<th></th>
<th><strong>MEMBERSHIP</strong></th>
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<tbody>
<tr>
<td>1</td>
<td>Use either communicant (active) membership or composite (see page 7). Whichever you choose, be consistent through all the churches studied. Do not mix them and study some churches by communicant and some by composite.</td>
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<th><strong>ORGANIZED CHURCHES</strong></th>
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<td>2</td>
<td>Record the number of churches which have been officially organized and recognized as such at the end of each year. This figure is a net figure, so be sure that churches which have died or otherwise left the group during the year are subtracted. On a denominational level, this will be one of your key diagnostic figures.</td>
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<th><strong>PREACHING POINTS, OUTSTATIONS, UNORGANIZED CHURCHES, ETC.</strong></th>
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<td>3</td>
<td>Different groups and denominations have different terminology for this category. Basically, it is the number of places where the Gospel is regularly preached which have some possibility of becoming an organized church. Most home Bible studies would not be included here, although some which are embryonic churches would.</td>
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<th><strong>ORDAINED PASTORS</strong></th>
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<td>4</td>
<td>Include all who are officially recognized by their local church and/or denomination as being ordained to the Christian ministry. They can be part-time or full-time.</td>
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<td>5</td>
<td>Include all who have assumed the leadership of a local church or group of believers not yet organized as a church, but who for one reason or another have not been ordained. They can be part-time or full-time.</td>
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<td>Christian workers who have come from another country or culture to work with the church or denomination.</td>
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HOW FAR BACK?

How far back should statistics go? The answer to this question depends somewhat on the purposes and interests of the researcher. Here are three main categories to consider:

1. **THE TOTAL HISTORY**

   There is some diagnostic value in starting from the beginning and thereby getting the whole picture and total history of the church or denomination. Table 1 (next page) and graphs I-A and I-B (pages 12 and 13) will allow you to get this picture. Often it is encouraging to compare where you are now with where you were 20 or 30 years ago.

2. **THE DIAGNOSTIC PERIOD**

   For the purposes of diagnosing the health of a church and understanding the current dynamic of growth, a ten year period is a good standard. Note that in order to cover growth for a ten-year period, eleven pieces of data are required. That is, you need statistics for 11 years.

   The reason for this will become clear in a few pages when we get to the graphs.

3. **NEWER CHURCHES**

   Many churches do not have data for eleven years because they are newer churches. Nevertheless, a meaningful survey can be performed if the church is three years old or older. Churches one or two years old will not find this survey very helpful.
TABLE 1
BASIC HISTORICAL DATA

Table 1 is a key component of your church growth survey, whether for a single church or a group of churches. The value of much of what comes later is dependent on a careful and thorough job here.

Start with the present and work back to the past. The right hand column in the bottom row says "last year". Enter there the last full statistical year you are dealing with. For example, if you are doing your study in June, 1980, the last year will probably be year-end 1979, so enter 1979. Then, without skipping any years, work back across the bottom row which covers eleven years, necessary for the diagnostic period. Then work your way up as far as your history goes. Beyond the diagnostic period it is not necessary to fill in every year. Note: It is not necessary to fill in every year of the diagnostic period, but very desirable. If data for every year are not available, your survey can still be meaningful -- use what you have.

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THE GRAPHS OF GROWTH

The graph of growth is as important to a student of church growth as a compass is to a sailor or a stethoscope to a physician. If you have carefully filled in Table I, you are ready to construct graphs.

Graphs present a most meaningful picture of church growth. The line across the page or the bars next to each other reveal critical points of time in which growth or non-growth has occurred and where rates of growth have changed.

Graphs, when properly constructed, are thoroughly objective. They dispel the fog of vague suppositions. They eclipse wishful thinking. They tell the real story. They open doors to fresh analysis and understanding.

True, graphs do not answer "why" or "how" things happened. But they raise these questions by accurately depicting "what" happened. Once the student of church growth clearly sees "what" happened, he or she does not rest until he or she finds out "why" and "how" it happened. At that point one has learned from the past and can make realistic projections and plans for the future.

Graphs are basically communication tools. They help make statistical data, such is found in Table I, meaningful for analysis. To communicate best, graphs should be kept simple. In this Handbook we have attempted to keep the graphs as simple as possible. If you take your time and follow instructions carefully, you should be able to construct good graphs even if you have never done it before.

The horizontal scale on a church growth graph represents years. The vertical scale represents information you have gathered about membership, number of churches, and so on. You will have to plan both scales carefully ahead of time so that all of the information will fit. (See sample graphs on pages 12, 13.) Be sure the divisions represent exactly the same quantity throughout the scale.

It is advisable to do graphs lightly first with a pencil. Keep a good eraser handy. Even the most experienced people need to erase points and lines from time to time.

If you get stuck or feel you need more help in your graphing, find someone in your area who can help, or secure a copy of God's Way to Keep a Church Going and Growing by Vergil Gerber (Regal Books) which gives step by step details.

We have included several samples of graphs already filled out that should prove very helpful and help dispel some of the fears of graphmaking.
GRAPH I-A
(Line Graph)

THE TOTAL HISTORY – MEMBERS

Carefully read this entire paragraph before entering any data.

This graph is used for either one church or a group of churches. First, fill in the blanks for "years" and "members" in the table beneath the graph. This data comes from Table I, line I on page 10. Notice that horizontally there are ten spaces between the dark lines. If your history goes back ten years or less, there will be one year between the dark lines. If it goes back 11 to 20 years, each dark line will represent two years, and so forth. Plan your horizontal scale carefully and enter the membership data for each year across the bottom. Then plan the vertical scale to include your range of members and write the values up the left hand vertical scale. You are now ready to plot the points and connect them with lines. See examples.

NAME __________________

denomination or church

ACTIVE MEMBERS

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GRAPH I-B
(Line Graph)

THE TOTAL HISTORY – NUMBER OF CHURCHES

If you are surveying one local church, this graph will not be useful unless you have planted daughter churches and would like to include them here.

The data for this graph comes from Table I, line 4 (page 10). The "years" will be the same as for graph I-A, but the vertical scale will be different because it deals with churches, not members. Otherwise follow the instructions for graph I-A. (See examples).

If desired, data on items 3 through 8 of Table I can be plotted on similar graphs.

NAME ___________________ denomination or church

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last year
THE DIAGNOSTIC PERIOD

The work you have done on the total history of your church or churches on graphs I-A and I-B (if applicable) has value for diagnostic purposes. Sometimes important insights on causes of growth or non-growth can be discovered 15 or 20 years in the past. Most of the insights important to you now, however, will emerge as you study the last decade.

This is why we will use the next seven pages for detailed instructions on how to get the most value from the data you have gathered on the diagnostic period which covers the past ten years.

GROWTH RATES AS A DIAGNOSTIC AID

Graphs of growth are excellent tools for understanding how your church is doing. But they, of course, do not tell all. In fact, in some cases important facts concerning your church growth can be hidden in a graph. The graph will tell you at a glance whether your church is growing or declining, but it is extremely important to know the rate at which this is happening.

For example, your church may be adding 100 new members every year. If so, the graph will show a straight upward line. But you also need to know that in such a case the rate of growth is decreasing every year. Every year the 100 new members are a smaller percentage of the whole. (See page 40)

The next three pages explain how to calculate growth rates. Take the time needed to master the process. For some it will be difficult. Some will have to look for a friend knowledgable in mathematics to help. If it is beyond you, don't give up. Do the church growth survey without using rates. But if you do calculate rates as indicated, you will find yourself at a great advantage in diagnosing the health of your church or churches.
HOW TO CALCULATE GROWTH RATES

Standard church growth calculations and comparisons use two rates: annual growth rates (AGR) and decadal growth rates (DGR). We will describe them one at a time.

1. **ANNUAL GROWTH RATES (AGR)**

   Annual growth rates (AGR) compare the growth of the church from one successive year to another. They answer the important question: exactly how much did our church grow in a particular year? AGR is expressed in percent (%). Annual growth rates can be either positive or negative. When they are calculated, they are then plotted on bar graphs like the one below.

   There is more than one way to calculate AGR, but here is the one we recommend:

   Subtract the earlier year's membership from the later year's membership. (Note: your figures must be one year apart, not more.) Divide the answer by the earlier year. Then multiply this answer by 100 (this changes the decimal to percent).

   Example: A church has: 350 members in 1978
   
   475 members in 1979

   What is the annual growth rate?

   Step 1. 475 - 350 = 125
   
   Step 2. 125 ÷ 350 = .357
   
   Step 3. .357 x 100 = 35.7% AGR

   Here is how a church's AGR bar graph might look for ten years:
2. **DECADAL GROWTH RATES (DGR)**

Decadal growth rates (DGR) are used for determining the rates of growth across a period of more than one year. DGR is a standard measurement that can be used not only for ten years (a decade, thus "decadal") but for two or five or 20 or any number of years. Converting growth for any period to what the growth would have been for ten years allows for ready comparison, and therefore is valuable in diagnostic efforts. You will want to master DGR calculations for use on graphs on the next few pages.

A. **Sample calculation for ten year period.**

When you have data that are ten years apart (such as 1969-1979), follow the same procedure as you did for AGR;

Example: A church has 180 members at the end of 1969
640 members at the end of 1979 (ten years)

Step 1. \(640 - 180 = 460\)
Step 2. \(460 + 180 = 2.56\)
Step 3. \(2.56 \times 100 = 256\%\) (DGR)

B. **Calculation for other than a ten year period.**

When your figures are not ten years apart, there are two ways to obtain the DGR which will convert the rate over the period of years you have to a ten-year rate, thereby enabling you to use it for comparison with other churches or with other periods for the same church. One is to use a calculator as described in paragraph C. The other is to use the appendix tables as follows:

**Growth Rate Tables (see appendix)**

Divide the latest year's membership by the beginning year's membership. This will give you the ratio of "latest" to "beginning" (L/B) for that number of years. Go to Table A in the appendix and locate the number (or number nearest to yours) in the left hand column "L/B". Then in the column under the number of years, locate the AAGR (Average Annual Growth Rate). Now turn to Table B and locate the AAGR nearest to your AAGR. Read the corresponding DGR.

Example: A church has: 500 members at the end of 1973
700 members at the end of 1979 (six years)

Step 1. \(700 \div 500 = 1.4\)
Step 2. 1.4 on Table A for 6 years is AAGR = 5.77%
Step 3. Locate 5.77% on Table B between 5.70% and 5.82%.
Step 4. Read nearest listed DGR 76%.
Note: One can see in this example the more accurate DGR would be 75%. If a more precise DGR is desired follow instructions below Table B, page 39.
C. Electronic calculation for other than a ten year period

In order to do this calculation, which is more precise, you will need an electronic calculator which has the $y^x$ and $1/x$ functions.

Here is how to do it. (Caution: push only the buttons indicated:)

Example: (same as manual calculation on last page):

500 in 1973
700 in 1979 (6 years)

Step 1. Clear calculator
Step 2. $700$ (latest membership)
Step 3. $\div$
Step 4. $500$ (earliest membership)
Step 5. $=$
Step 6. $y^x$
Step 7. $6$ (number of 1973–1979)
Step 8. $1/x$
Step 9. $=$ (wait until answer shows!)
Step 10. $y^x$
Step 11. $10$ (for ten years)
Step 12. $=$ (wait until answer shows!)
Step 13. $x$
Step 14. $100$
Step 15. $-$
Step 16. $100$
Step 17. $=$ (answer is DGR)

your display
0
700
700
500
1.4
1.4
6
0.16666
1.057
1.057
10
1.752
1.752
100
175.2
100
75.2% or 75%.

NOTE: Decadal growth rates should be rounded to the nearest whole number.

PRACTICE CALCULATING DGR:

To make sure you understand the calculations for DGR, try the following and see if you get the correct answer:

1. Simple (10 yrs):
   350 members 1969
   850 members 1979
   (answer: 142% DGR)

2. Table or electronic:
   500 members 1974
   850 members 1979 (5 yrs)
   (answer: 189% DGR) (see note)

NOTE: 190% DGR is the nearest number reflected on Table B. However, by simple calculations (interpolation) as described at bottom of Table B you can obtain a more precise DGR.
GRAPH 2-A
(Line Graph)

THE DIAGNOSTIC PERIOD - MEMBERS

Fill in the boxes just below the graph with the data from the bottom section of table 1. Indicate on the vertical scale if you are using active membership (line 1 on Table 1) or composite (which you will have to calculate—see page 7). After you make your graph, fill in the DGR calculations in the box below.

NAME ____________________________
denomination or church

ACTIVE MEMBERS

COMPOSITE MEMBERSHIP

Check One:

YEAR 19 19 19 19 19 19 19 19 19 19
last year

MEMBERS

DGR CALCULATION

% %
THE DIAGNOSTIC PERIOD
MEMBERS ANNUAL GROWTH RATES

The data in the boxes under the graph will be the same as you used in Graph 2-A. Calculations of annual growth rates (AGR) and graphing procedure are explained on page 15.
GRAPH 3-A
(Line Graph)

THE DIAGNOSTIC PERIOD
GROUPS OF CHURCHES

This graph is to be used for survey of a denomination, district, conference, diocese or any other study which includes a number of churches. It is not useful for studying one local church unless that church has spawned a number of daughter churches.

The data to be used here will be found on Line 4 on the bottom section (Diagnostic Period) of Table 1.

NAME ____________________________

<table>
<thead>
<tr>
<th>ORGANIZED CHURCHES</th>
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<td>CHURCHES</td>
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<table>
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</thead>
</table>

DGR CALCULATION

%  %  %
GRAPH 3-B
(Bar Graph)

THE DIAGNOSTIC PERIOD
GROUPS OF CHURCHES
ANNUAL GROWTH RATES

The instructions for Graph 3-A apply to this graph also.

As you study these two graphs, you should realize that as far as the evangelization of a particular area is concerned, no methodology has been found that is more effective and efficient than multiplying new churches.

NAME

denomination or church

ORGANIZED CHURCHES

PERCENTAGE GAIN

PERCENTAGE LOSS

O

YEAR

19  19  19  19  19  19  19  19  19  19

AGR

% NEW CHURCHES
ANALYTICAL SECTION

If you have followed the steps indicated on the previous pages, you have completed the descriptive part of your church growth survey. The rest will build on what you have done. This section will help you analyze what has gone on over the past ten years. It will lead you to construct some hypotheses as to why your church or churches have or have not grown. You will need to pour over records and reports, consult with as many people as you can and use the insights gained from your own experience to construct the most accurate picture possible.

1. OBSERVATIONS AS TO VARIATIONS IN GROWTH

   Study Graphs 2-A, 2-B, 3-A and 3-B. On the line graphs take special note of sharp changes in the direction of the lines, up or down. On the bar graphs observe the points in which the percentage of gain or loss was higher than in other years. This will give you a time-fix on growth variations. From your own knowledge or in consultation with others who have been there, try to explain what happened at that particular time to cause the variations in growth patterns. List your observations below:
2. **ANALYSIS OF PRINCIPAL GROWTH FACTORS**

Church growth research has shown that a complex interplay of four sets of factors largely determine growth or nongrowth. These sets are national contextual factors, local contextual factors, national institutional factors and local institutional factors. Think through the growth patterns of your church in terms of each set, perhaps making notes on scrap paper, then summarizing them in the space provided.

### A. NATIONAL CONTEXTUAL FACTORS

Contextual factors refer to the environment (or context) in which the church or churches find themselves. They include sociological, anthropological, demographic and other factors. In most cases the contextual factors are beyond the control of the church or denomination.

National contextual factors include the government attitude toward Christianity, persecutions, wars, migrations, trade patterns, economic or political conditions, etc. How have these affected your growth patterns?

### B. LOCAL CONTEXTUAL FACTORS

Local contextual factors refer to the city, town, neighborhood or district in which a particular church is located. They include ethnicity, changing neighborhoods, urbanization, industrialization, population growth or decline, caste or tribal conditions, languages, etc. How have these effected your growth patterns?
C. NATIONAL INSTITUTIONAL FACTORS

Institutional factors refer to conditions within the particular Christian body being studied. National (or at times regional) institutional factors include decisions and policies made by the denomination or district or mission, priorities for evangelism and church planting, church-mission relationships, policies effecting indigeneity, Bible translation, openness to new ideas, etc. How have these affected your growth patterns?

D. LOCAL INSTITUTIONAL FACTORS

Each local church has internal situations that help or hinder growth. Local institutional factors include the motivation of pastor and people for growth, evangelistic methodology, small group dynamics, openness to newcomers, facilities, spiritual level of the people, etc. How have these affected your growth patterns?
3. GROWTH HYPOTHESES

In many ways, this is the most important page of your church growth survey. You have collected the data and analyzed it. Now it is up to you to answer the question: Why did the church or churches increase or decrease in membership in recent years? Listen to, but do not rely upon, the opinions of others. Often those closest to the situation are least likely to identify crucial growth factors because of their personal and emotional involvement. These are only hypotheses -- as more information and insight comes in, they can and should be revised.

Work on scrap paper, and then try to list your growth hypotheses in order of importance:
1. **HISTORY (MILESTONES)**

   Enter on this page the principal milestones in the history of the church or denomination being studied. Include date of origin, date the national church organization was formed, splits, mergers, new buildings, entry into new regions, and/or whatever you feel is significant. List the dates on the left and the events on the right. Refer to graphs 1-A and 1-B.

<table>
<thead>
<tr>
<th>DATES</th>
<th>EVENTS</th>
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<tbody>
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</table>
CURRENT PROGRAM INFORMATION...

2. **EVANGELISTIC METHODS**

List the particular methods currently utilized by your church and/or denomination for evangelistic purposes such as visitation, rallies, literature, radio, TV, crusades, evangelistic home Bible studies, evangelism explosion, four spiritual laws, social programs etc. If possible, list them in the order that they have been most effective in gaining conversions and building church membership.

3. **MEMBERSHIP QUALIFICATIONS**

List the requirements for church membership. Include the following where applicable: minimum age, baptism, regular attendance, verbal testimony, time requirement between conversion and membership, education or training, lifestyle, etc.
4. ORGANIZED CHURCH QUALIFICATIONS

List the qualifications for a group of Christians to be recognized as an organized church. Include, where applicable, number of adult active members, officers, leadership, finances, facilities, regular meetings, communion, etc.

5. EDUCATION AND TRAINING

Fill in the boxes to the right as applicable. In the space below briefly describe your church's (or denomination's) training program and note observations as to how it is affecting the growth of your church or churches.

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>how many?</th>
<th>students last yr</th>
<th>grad's last yr</th>
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<td>SEMINARIES</td>
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<td>INSTITUTES</td>
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<td>TEE (Extension)</td>
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</table>
CURRENT PROGRAM INFORMATION...

6. STEWARDSHIP PROGRAM

List the information concerning per capita giving, percent of believers who tithe, methods of raising funds, special fund drives, amount of outside subsidy, etc. How often and to whom are financial reports made?

7. CURRENT CHURCH GROWTH PROGRAM

For some churches and/or denominations completing this survey, church growth is not new. If you are presently engaged in a church growth program, describe its main features below along with an evaluation as to how each element of the program seems to be working. List the goals.
CURRENT PROGRAM INFORMATION...

8. **SPECIAL QUESTIONS**

Here are some special questions that some have found helpful in completing their church growth survey. You may wish to omit some, or you may wish to add others in the space below.

A. What is the most effective church planting method utilized by your organization?

B. Are thorough and accurate statistics maintained for your organization? Annual report? By whom? (position/title)

C. Does your organization (church or denomination) have a publication for motivation and reporting of church growth? Title

D. What do you feel is the solution to the most serious problem or obstacle to growth in your organization?

E. (Denomination) What is the national church/Mission arrangement for working together (working agreement)?

F. Who has the basic responsibility for planning and goal setting? Nat'l church Mission Joint (equal)

G. Is a "traditional" church building; necessary helpful doesn't matter harmful to evangelism and growth of the church in your area?

H. What percentage of the annual budget is allocated for evangelism and church planting for your organization? Comments

I. Additional Points
The Bible has something to say about looking into the future:

"One thing I do, forgetting those things which are behind and reaching forward to those things which are ahead, I press toward the goal for the prize of the upward call of God in Christ Jesus" (Philippians 4:13-14).

"Now faith is the substance of things hoped for, the evidence of things not seen" (Hebrews 11:1).

Trusting God for the future growth of local churches and for the multiplication of new churches throughout a geographical area or among a certain people is a crucial part of church growth strategy. This is not to be confused with the "numbers game," with institutional survival, with personal ego trips, with "scalp hunting," or with anything attributed to base motives. It is a pure desire to obey Jesus' Great Commission to "make disciples of all peoples" (Matt. 28:19-20).

Proclaiming the Gospel in the power of the Holy Spirit, bringing men and women to faith in Christ and reconciliation to God through Him, incorporating them as responsible members of local churches and multiplying this activity over and over again is part of Christian discipleship.

Graphs 4-A and 4-B on the next two pages, will enable you to make intelligent faith projections for growth. On the left hand side you will plot the membership trends over the past five years, then in faith and after much prayer you will plot on the right hand side of each graph the number of people and churches you feel you can believe God to add to the Kingdom over the next five years.

"Without faith it is impossible to please Him," says Hebrews 11:6. Your faith projection is a God-pleasing exercise. It will release a growth dynamic that otherwise will remain stopped up.

**ACCOUNTABILITY**

Do not keep your faith projections to yourself. Although it may seem to be a risk, share them with others to whom you make yourself accountable for their implementation. A good system of accountability is often the determining factor between success or failure in church growth.
GRAPH 4-A
MEMBERSHIP PROJECTIONS

NAME ____________________________
denomination or church

PAST (See Graph 2-A) | FUTURE

ACTIVE MEMBERS
COMPOSITE MEMBERSHIP

YEAR 19
MEMBERS

19
LAST YEAR

PAST DGR (See Graph 2-A) | PROJECTED DGR

% ➔ % ➔
FAITH PROJECTIONS...

GRAPH 4-B
CHURCH PROJECTIONS

NAME ______________________ denomination or church

PAST (See Graph 3-A)  |  FUTURE

NUMBER OF CHURCHES

YEAR | 19
-----|-----
CHURCHES

LAST YEAR

PAST DGR (See Graph 3-A)  |  PROJECTED DGR

%  |  %

33
FAITH PROJECTIONS...

STEPS TOWARD IMPLEMENTING
THE PROJECTIONS

List concrete steps that you feel need to be taken to implement the faith projections you have made. Be sure to include suggestions as to how you will be accountable for what you have projected. (*)

(*) Don't forget to allocate the resources of personnel and finances necessary to get the job done.
UNREACHED PEOPLES

An extremely important dimension of church growth and the fulfillment of the Great Commission which has not been developed to any extent in this Handbook is called "the people approach to world evangelization." It is the insight that the best way to think of the remaining task is not so much in terms of how many individuals are to be reached or how many countries are to be reached, but how many peoples are to be reached. Peoples are groupings of individuals who feel a special affinity for one another and who feel that their particular grouping is an important part of their self-identity.

Some peoples are ethnic groups, tribes, castes, social classes; some are vocationally-defined, some are religious groups, some have a particular national origin or language or dialect, and so on.

It is estimated that at least 16,750 such people groups of the approximately 30,000 people groups in the world have not yet heard the Gospel because they have no viable Christian witness among them as yet. In order for them to hear the Gospel, someone will have to carry it to them from another culture. Some of these unreached peoples are geographically near to existing Christians, but they are culturally different.

Can you name some people groups in your area not now being reached with the Gospel? If you can, you may uncover some of the most exciting opportunities for planting new churches. List below the people groups which come to your mind who need the Gospel. List their location and approximate number of people in the group if you can get this information:

<table>
<thead>
<tr>
<th>name</th>
<th>location</th>
<th>population</th>
<th>active members</th>
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Sources for identifying and describing unreached peoples:

1. That Everyone May Hear by Edward R. Dayton (Monrovia, MARC, 1979, $2.50). This outlines the methodology for planning strategies for evangelizing unreached peoples.

GENERAL COMMENTS

As you bring your church growth survey to a close, you may find yourself with notes containing observations, comments, quotations, illustrations, anecdotes or other material that have not seemed to fit into the previous categories. This page is reserved for you to write them down and thus make them a permanent part of the survey material you have collected.
WRITING YOUR REPORT

The pages you have now filled in as you worked through this Church Growth Survey Handbook have provided you with all the information you need to write an intelligent report of your survey. The Handbook itself could be used as a report, but this is not necessarily recommended. The bits and pieces you have accumulated should be written up in narrative form and addressed to a particular audience. The audience might be the board or congregation of a local church, a denominational or mission executive, a church growth conference, a professor in Bible school or seminary, and so on. Adapt your writing style to your audience. In some cases you may wish to photocopy some of the graphs and tables and include them in the appropriate place in your report.

In writing your report it is recommended that the sequence and general format included herein be followed. In addition to assisting you in the outlining of your report, it will help to standardize Church Growth survey reporting in general, greatly aiding research worldwide.

FOR FURTHER STUDY

Here are some other tools for making a church growth survey that you will find useful:

1. How to Do a Church Growth Survey by Donald A. McGavran (Pasadena, Fuller Seminary School of World Mission, 1979, 40¢ postpaid). This is a small pamphlet which can be distributed in quantity which provides many new ideas on how to understand why churches do or don't grow.

2. A Manual for Church Growth Surveys by Ebbie Smith (Pasadena, William Carey Library, 1976, $3.95). This book includes a great deal of technical material that the advanced student of church growth will want to be familiar with.

3. Global Church Growth (Box 66, Santa Clara, CA 95052, $6.00 per year). Every two months this publication will bring you up-to-date information on church growth around the world. It is a must for church leaders.
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<td>0.76%</td>
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<td></td>
</tr>
</tbody>
</table>

**FINDING THE AAGR AND DGR**

**Step 1:** Find AAGR by dividing numbers (or choruses) for "later" year by "beginning" year members (L/B). In "L/B" column locate the number closest to your answer, then locate the AAGR in the appropriate year.

**Step 2:** Convert AAGR to DGR by going to the 10 year column and locate the number you have for AAGR per Step 1 above (or the closest number listed above it). Once you have a number, move horizontally across to the left to the "SCAN" column and read the DGR.

**Note:** If the exact number doesn't appear in the 10 year column, turn to Table B which is an expanded 10 year column. If the exact number is not in there, read the corresponding DGR. If not, and you want to get the exact number, follow the steps outlined below Table B.
### TABLE B

**DECADAL GROWTH RATE (DGR)**

**EXPANDED 10 YEAR AAGR TABLE**

(see instructions below)

<table>
<thead>
<tr>
<th>L/B</th>
<th>AAGR</th>
<th>DGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.01</td>
<td>10%</td>
<td>1%</td>
</tr>
<tr>
<td>1.02</td>
<td>20%</td>
<td>2%</td>
</tr>
<tr>
<td>1.03</td>
<td>30%</td>
<td>3%</td>
</tr>
<tr>
<td>1.04</td>
<td>40%</td>
<td>4%</td>
</tr>
<tr>
<td>1.05</td>
<td>50%</td>
<td>5%</td>
</tr>
<tr>
<td>1.06</td>
<td>60%</td>
<td>6%</td>
</tr>
<tr>
<td>1.07</td>
<td>70%</td>
<td>7%</td>
</tr>
<tr>
<td>1.08</td>
<td>80%</td>
<td>8%</td>
</tr>
<tr>
<td>1.09</td>
<td>90%</td>
<td>9%</td>
</tr>
<tr>
<td>1.10</td>
<td>100%</td>
<td>10%</td>
</tr>
<tr>
<td>1.11</td>
<td>110%</td>
<td>11%</td>
</tr>
<tr>
<td>1.12</td>
<td>120%</td>
<td>12%</td>
</tr>
<tr>
<td>1.13</td>
<td>130%</td>
<td>13%</td>
</tr>
<tr>
<td>1.14</td>
<td>140%</td>
<td>14%</td>
</tr>
<tr>
<td>1.15</td>
<td>150%</td>
<td>15%</td>
</tr>
<tr>
<td>1.16</td>
<td>160%</td>
<td>16%</td>
</tr>
<tr>
<td>1.17</td>
<td>170%</td>
<td>17%</td>
</tr>
<tr>
<td>1.18</td>
<td>180%</td>
<td>18%</td>
</tr>
<tr>
<td>1.19</td>
<td>190%</td>
<td>19%</td>
</tr>
<tr>
<td>1.20</td>
<td>200%</td>
<td>20%</td>
</tr>
<tr>
<td>1.21</td>
<td>210%</td>
<td>21%</td>
</tr>
<tr>
<td>1.22</td>
<td>220%</td>
<td>22%</td>
</tr>
<tr>
<td>1.23</td>
<td>230%</td>
<td>23%</td>
</tr>
<tr>
<td>1.24</td>
<td>240%</td>
<td>24%</td>
</tr>
<tr>
<td>1.25</td>
<td>250%</td>
<td>25%</td>
</tr>
</tbody>
</table>

### APPENDIX II

**INSTRUCTIONS FOR FINDING DGR**

A. 10 year period: Divide "latest" members by "beginning".
    Locate the number closest to your answer in column L/B.
    Read both AAGR and DGR.

B. Other than 10 year period:
    Step 1: Locate AAGR using Table A.
    Step 2: On Table B, in AAGR column locate AAGR from Table A.
    Step 3: Read corresponding DGR.

(see example on page 16)

Note: If exact AAGR number does not appear on Table B, by choosing the closest number you will still be within one exact DGR (up through DGR 300%). However, if you want to calculate a more precise DGR, you can make the following calculation (interpolation).

**Finding DGR to the nearest 1%**

- A. Up to 500% DGR, increments on Table B are every 2% DGR.
  The following example shows how to obtain DGR to the nearest 1%:

  **Example:**
  (say your AAGR is 11.88%)

  **Step 1:**
  From Table B
  From B

  A | 11.83% |
  B | 11.91% |
  C | 11.99% |

  **Step 2:** 11.87% is nearest your AAGR of 11.88% for a DGR of 207%.

  **Note:** To find B, subtract A from C, divide answer by 2, and add this answer to A. C - A / 2 = A + B

- B. Above 500%, DGR increments on Table B are 10% or more. A similar process has been used to make a more precise DGR. You must use the above formula 2 or 3 times to narrow the answer down to the nearest 1%.

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There is an interesting and very helpful tool many of the students of church growth are using. This is the "semi-log" graph. This graph is "rate sensitive", that is, where the standard (or absolute) graph helps picture how much the membership or number of churches has grown over a period of time, the semi-log graph gives a picture of how fast the membership or number of churches is growing or has grown, that is, it depicts the rate of growth.

**STANDARD GRAPH**
When you look at the standard (or absolute) graph, you get an accurate and proportional numerical picture of the church or churches.
On this graph a straight line indicates a constant numerical increase or decrease.

**SEMI-LOG GRAPH**
The semi-log graph, in addition to indicating numerical growth, gives you a "running" comparison of the rate of growth, that is, it tells you whether your growth rate is faster, slower, or steady.

The semi-log graph to the right shows you what the standard graph plot above looks like plotted on semi-log graph paper. A straight line on a semi-log graph indicates the growth rate is constant.
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