

2010 Large Church Salary and Benefits Report

An Illustrated Leadership Network Research Study

By Warren Bird

Leadership  Network[®]

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Article Summary

Our every-other-year salary survey profiles over 250 large churches (with an average weekend worship attendance of at least 1,000 adults and children) on compensation issues. New this year:

- Over 25 colorful graphics and tables
- Findings clustered by six sizes of churches, from 1,000 to 15,000 in attendance.
- Additional questions on several subjects, from church debt to church-related salary of senior pastor's spouse.

What has been one large report in the past is now three separate publications: "2010 Large Church Salary and Benefits Report" (this report), "2010 Large Church Economic Outlook Report" and "2010 Large Church Finances and Staffing Report"

Also Available

- Lean Staffing: Churches That Handle Staff Costs in Under 35% of Budget
- How the Economic Slump Is (or Isn't) Hitting Churches (2009)
- Inside the World of Executive Pastors: Leadership Network's 2009 Survey
- 2008 Leadership Network Salary and Economic Outlook Report

1. How to Use This Information

The information in this report can help you develop a research-based framework for establishing objective benchmarks, evaluating present compensation packages, determining appropriate compensation levels, and developing effective compensation packages. Many factors typically play a role in church compensation plans: attendance, church income, growth/decline rate, education, geographical setting, years of service, age of church, age of staff member, denomination and gender. The first two of these factors – attendance and church income – are typically the biggest factors affecting compensation and benefits in large churches, and this report comments on both.

Attendance and church income are typically the biggest factors affecting compensation and benefits.

Each weekend approximately 56 million people worship in a Protestant church across the United States.¹

- 1 million or 4% of those are in the 100 largest-attendance churches
- 4 million or 7% of those are in churches with an attendance of 2,000 and higher (this percentage includes the number above)
- 13 million or 23% of those are in churches with attendance of 1,000 and higher (this percentage includes the two numbers above)

These churches generate constant media attention due to their influence, impact and, in many cases, innovation.

The common perception is that there must be a huge number of very large churches.

In reality, however, the number is rather small. Churches with a weekend worship attendance of 1,000 or more make up only about 2% of America's 300,000 Protestant churches. Churches with 2,000 or more comprise less than half a percent. So any study of Protestant churches in general will not have much comparative information about larger churches. This is not to say that very large churches are inherently better or more important, but they do have many unique qualities that have a bearing on compensation, such as size and complexity of staffing configurations.

One of Leadership Network's main focuses since its founding in 1985 has been the study of larger churches. We've especially tracked megachurches – America's roughly 1,500 congregations with a weekly worship attendance (not membership) of 2,000 and higher, including children. In recent years we've developed or co-sponsored a number of relevant studies, all available as free downloads. We've profiled large church senior pastors,² executive pastors,³ people who attend of megachurches,⁴ changes in megachurches over time,⁵ and developments in multisite churches,⁶ many of which are large churches.

Since 2001 we've tracked salary and benefits in large churches. This report is the latest in that series. For 2010, we're dividing what used to be one large report into three units:

- 2010 Large Church Salary and Benefits Report (this report)
- 2010 Large Church Economic Outlook Report
- 2010 Large Church Finances and Staffing Report

Other excellent resources, mentioned later in this report, track many compensation issues for churches with attendances from a handful to a thousand or so. The goal of this document is to provide a current and reliable picture of compensation practices, including benefits, in very large churches. More than 250 large churches participated,⁷ representing more than 10,000 staff members, enabling us to group most of the information by attendance range: 1,000–1,999; 2,000–2,999; 3,000–3,999; 4,000–5,999; 6,000–9,999; and 10,000–14,999.

As with most church compensation studies, **our survey is not a true random sample**. Our findings are not statistically accurate for *all* larger churches, nor are they longitudinal, meaning that the same churches did not participate each year – although some did. Even so, the data does indicate many general trends, which we hope church leaders find to be helpful.

Leadership Network's ministry has served as a place where peers can share mutual strengths, concerns, information and solutions. This report would not be possible without the time and trust extended by each of the participating churches, for which we are most grateful. Please see the final page of this report for contact information and ways you can participate in future events and studies.

2. Church Profiles

Sample Group

The survey response level was our largest to date: 253 churches that provided salary, benefits and other financially related information. Weekend worship attendance in these churches ranges from 1,000 to 14,999. As Figure 1 illustrates, survey participants represent 38 states and 4 Canadian provinces, with the most coming from Texas, California, Florida, Ohio, Virginia and Michigan – all states with a high number of very large churches.

Church Size and Growth

The survey group roughly approximates its national profile in many areas.⁸ For example, if you compare the typical megachurch in America – weekend attendance of 2,000 and higher, including children – with the megachurches in our survey sample, they are equivalent in many aspects, as the following table shows.

The next table shows the typical number of weekend services, indicating that many of the respondents are multisite churches – one church in two or more geographic

253 Churches Participated, Representing 38 U.S. States and 4 Canadian Provinces

Note: some responses did not indicate their location, 244 churches are represented in this map.



5% of responding churches are located in Canada.



95% of responding churches are located in the U.S.

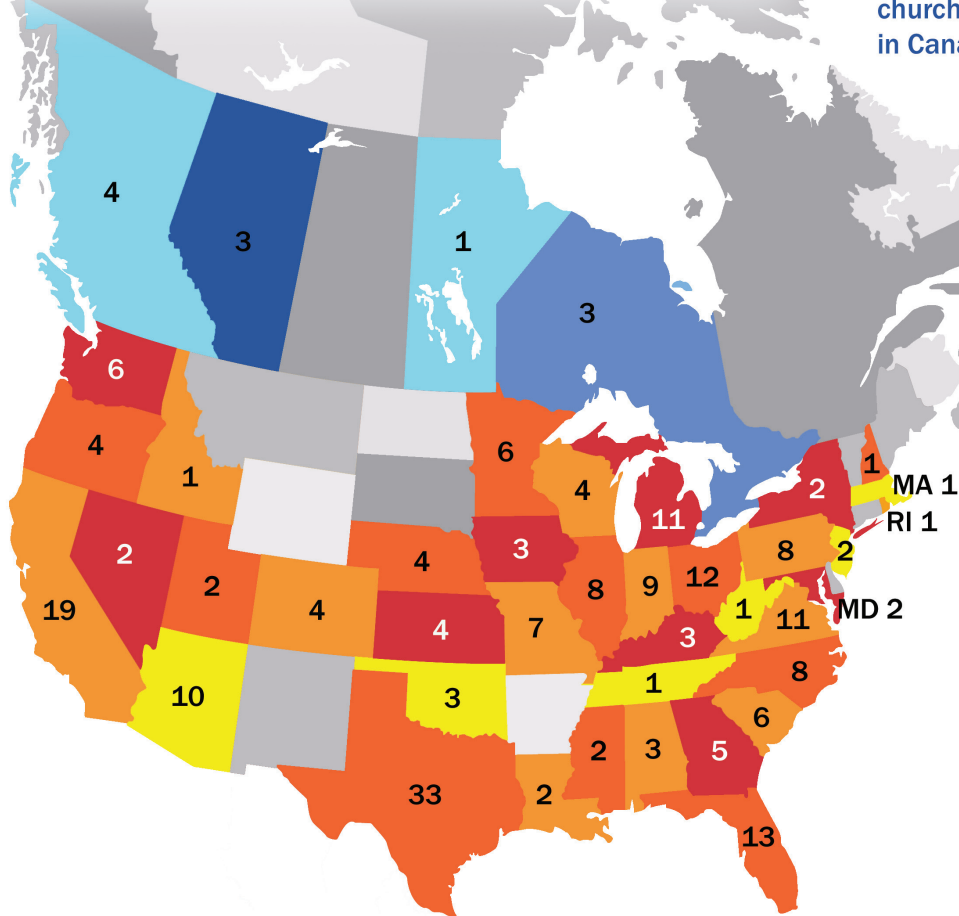


FIGURE 1

locations. Indeed, the larger the church, the more likely it is to be multisite, as other studies have also clearly shown.⁹ In this survey, the range went from 27% multisite for churches in the 1,000–1,999 size to 100% multisite for churches in the 10,000–14,999 size.

In terms of growth patterns, church researchers typically report that only 10% to 25% of all Protestant churches grew in a typical recent year. However, in our sample group 83% of the megachurches said that they have grown between 2009 and 2010 to date. Another 10% reported no change and 7% decreased during that same period.

A Typical U.S. Megachurch Is Similar to Those in This Survey

	All U.S. megachurches	Surveyed megachurches
Weekend worship attendance*	3,000	2,864
Total budget*	\$5,155,200**	\$5,686,770
Full-time equivalent staff	59	53
Founding year*	1971	1977
Predominantly white	85%	91%
Located in a newer suburb	48%	35%
Senior pastor age*	50	49

* Median numbers.

** Equivalent of 2010 U.S. dollars. Also, currency for the participating Canadian churches has been converted to U.S. equivalents here and elsewhere in this report.

TABLE 1

Participating Churches Offer 3–14 Weekly Weekend Worship Services

Church Size (Worship Attendance)	Average # of Worship Services	Percent that are Multisite
10,000–14,999	14	100%
6,000–9,999	10	76%
4,000–5,999	7	72%
3,000–3,999	5	40%
2,000–2,999	5	43%
1,000–1,999	3	27%

TABLE 2

As Figure 2 illustrates, 100% of churches with size 10,000 and up grew in the last year, where only 80% of churches 2,000–2,999 and only 74% of churches 1,000–1,999. Also, for almost all sizes, more megachurches grew in 2009–2010 than 2008–2009.

At what rate are these large churches growing? The average growth in the last year for all megachurches in the survey group was 9%. In general, as size increases, so does the percentage of churches that are growing. That is, the bigger the attendance, the higher the growth rate, but the difference is not dramatic.

Perhaps a more fixed read of growth factors is the full year from 2008 to 2009. During that time, 81% of the megachurches grew, 5% had no change, and 14% decreased (average decrease was 6%) – which is fairly typical of all megachurches nationally. The average 2008–2009 growth rate for all megachurches in the survey group was again 9% – a number that also represents all megachurches nationally.

83% of Megachurches Grew Last Year

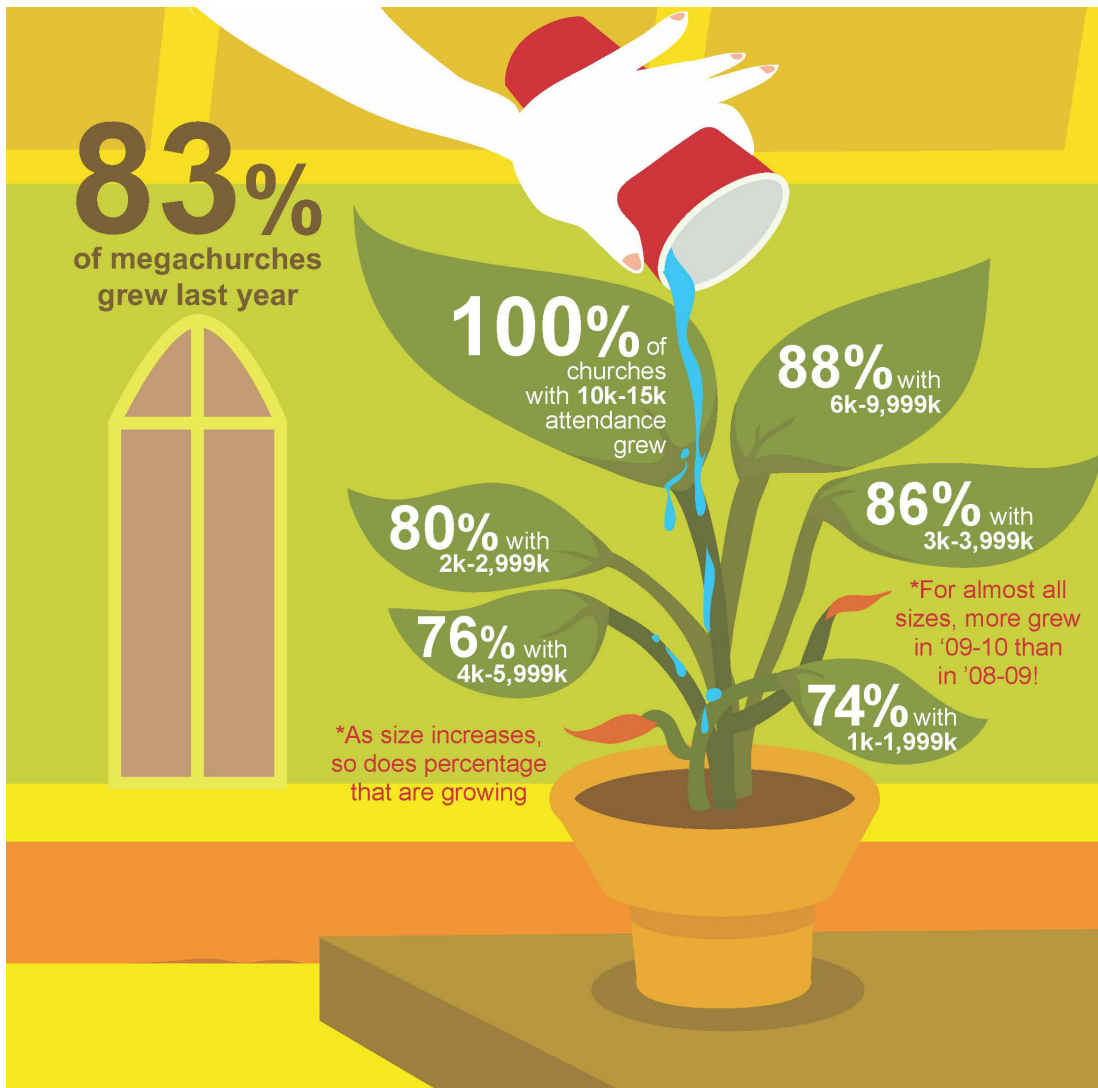


FIGURE 2

Pastor Age, Church Age and Church Location

The average senior pastor in the surveyed churches is 49, an average that does not change with church size from 1,000 up. Nationally the average senior pastor age is 50 for megachurches and 51 for all Protestant churches.¹⁰

The average tenure in the role of senior pastor for all churches in the survey is 13 years, a few years longer for larger churches in the survey, and a few years shorter for the smaller churches in the survey. Some have been at the church longer, having served in other roles at their present church before becoming the senior pastor. The comparison with pastors in *all* Protestant churches shows a shorter average tenure – 8 years as senior pastor, or about 62% as long as the survey group.

The typical megachurch in the survey was started or founded in 1977 (midpoint year¹¹), or 33 years ago. That's a bit younger than the typical megachurch nationally which is 37 years old, being founded in 1973 (midpoint). By contrast, the median founding date for *all* Protestant churches across the country is 1940. That means the typical Protestant church in the United States – all sizes – is 70 years old.

The typical megachurch in this survey, if located in or near a large city, is suburban, as the following graphic shows. A future Leadership Network report will analyze church economic data by geographic location, both region and state.

Most Large Churches Are in the Suburbs, for Those in or Near Large Cities

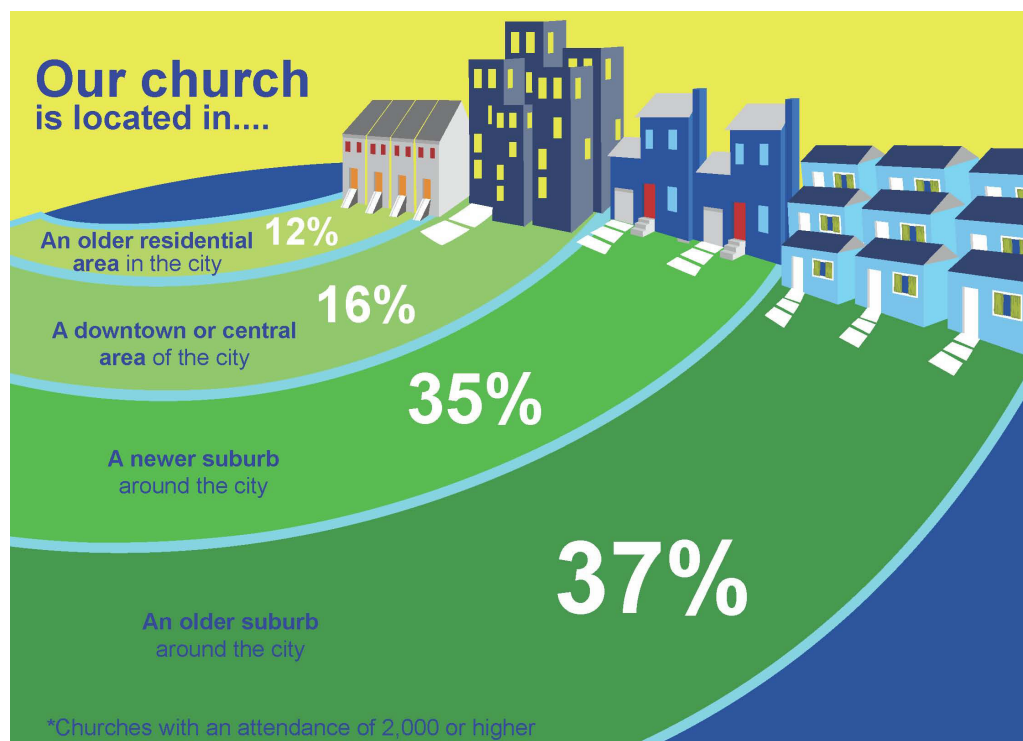


FIGURE 3

Church Budget

Later sections of this report will analyze salary and benefits according to church budget, and a subsequent separate report will look at large church finances and staffing in greater depth. Churches were asked for their 2010 and 2009 general budget, total of restricted funds including building and mission funds, and total budget with all funds combined.

The survey asked if churches carry a debt beyond payables due in the next 60 days, and 73% indicated they do. Participants were also asked for the amount of the church's line of credit with a local bank, if one is carried, and also for a school budget for 2010, if they sponsored a school. The following tables present the median (midpoint) numbers for these financial questions.

Countries and Ethnicities

The number of very large churches in the U.S. and Canada represent only a portion of the world's largest churches. (For a global listing of megachurches see www.leadnet.org/world.) However, while a number of churches outside North America expressed interest in this salary survey, it was limited to North American participants.

The survey did draw 11 Canadian participants. Focused analysis offers helpful insight when a subgroup exceeds 20 in number. Also, if a small and distinct subgroup is profiled, astute readers might guess some of their identities, causing loss of privacy. So perhaps in our next survey, the number of Canadian respondents might grow to at least 20, enabling subgroup analysis.

Total Church Budget Grew from 2009 to 2010 for All Large-Church Sizes

Church Size	Median Church Budget (in millions)						2010 School Budget
	2010			2009			
	General Budget	Restricted Funds	Total Budget	General Budget	Restricted Funds	Total Budget	
All churches 2,000+	\$4.98	\$0.90	\$5.69	\$4.86	\$1.00	\$5.44	\$712,500
10,000–14,999	\$13.00	\$1.40	\$13.50	\$12.00	\$1.25	\$12.50	\$1,200,000
6,000–9,999	\$9.30	\$1.80	\$11.10	\$8.50	\$2.60	\$11.08	\$600,000
4,000–5,999	\$6.88	\$0.95	\$7.40	\$6.00	\$1.25	\$7.10	\$850,000
3,000–3,999	\$4.80	\$0.70	\$5.51	\$4.57	\$0.94	\$5.33	\$934,086
2,000–2,999	\$3.06	\$0.61	\$3.83	\$3.12	\$0.53	\$3.62	\$550,000
1,000–1,999	\$2.00	\$0.36	\$2.22	\$1.94	\$0.34	\$2.30	\$779,000

Questions asked for "2010 General Budget," "2010 Restricted funds (including building and missions funds) 2010" and "Total Budget (all funds combined)," and then parallel for 2009. Final column asked for "school budget if your church sponsors a school."

TABLE 3

Churches Indicate a Wide Range of Debt and Credit

Church Size

All churches 2000+

	Debt	Credit
Low	\$11,666	\$20,000
Midpoint	\$3,800,000	\$600,000
Average	\$5,519,856	\$672,077
High	\$28,000,000	\$2,500,000

10,000–14,999

	Debt	Credit
Low	\$100,000	\$1,000,000
Midpoint	\$17,250,000	\$1,500,000
Average	\$15,065,602	\$1,500,000
High	\$27,724,812	\$2,000,000

6,000–9,999

	Debt	Credit
Low	\$100,000	\$20,000
Midpoint	\$4,000,000	\$350,000
Average	\$7,709,925	\$470,000
High	\$28,000,000	\$1,000,000

4,000–5,999

	Debt	Credit
Low	\$15,000	\$70,000
Midpoint	\$4,368,809	\$1,000,000
Average	\$4,102,182	\$1,078,333
High	\$13,000,000	\$2,500,000

3,000–3,999

	Debt	Credit
Low	\$23,187	\$25,000
Midpoint	\$4,000,000	\$500,000
Average	\$5,416,459	\$569,727
High	\$19,900,000	\$1,000,000

2,000–2,999

	Debt	Credit
Low	\$11,666	\$70,000
Midpoint	\$3,400,000	\$400,000
Average	\$3,835,827	\$482,581
High	\$12,000,000	\$1,050,000

1,000–1,999

	Debt	Credit
Low	\$10,000	\$13,000
Midpoint	\$1,539,431	\$250,000
Average	\$2,500,341	\$623,271
High	\$12,000,000	\$4,000,000

Actual questions were "What is your church's current amount of debt beyond payables due in the next 60 days?" and "If your church carries a line of credit with a local bank, what is that amount?"

TABLE 4

Likewise, this year was the first time we asked for dominant ethnicity: “Of your regularly participating adults (all campuses combined) would you estimate that 80% or more are . . . ?” Answer options were Black/African American, Hispanic/Latino, Asian, or No majority group. While 11% indicated that their majority was non-white, their responses covered all the various options. Unfortunately no subgroup had enough responses for focused analysis.

3. Salaries

Senior Pastor with Direct Reports

We listed 29 roles and asked how many report directly to the senior pastor. The average number is 4 as Figure 4 illustrates, but the numbers and roles vary considerably by a church’s size. Generally, the larger the church, the fewer direct reports to the senior pastor.

The most frequently named direct report by far was the person in the executive pastor role, which goes by other names including chief of staff. Whatever the title, 78% of them are “a direct report to the senior pastor” in megachurches. That percentage increased with church size until the 4,000-5,999 range at 96%. Then it began declining, reaching 56% for the 10,000-14,999 range.

the larger the church, the fewer direct reports to the senior pastor

Large Church Senior Pastors Average Four Direct Reports

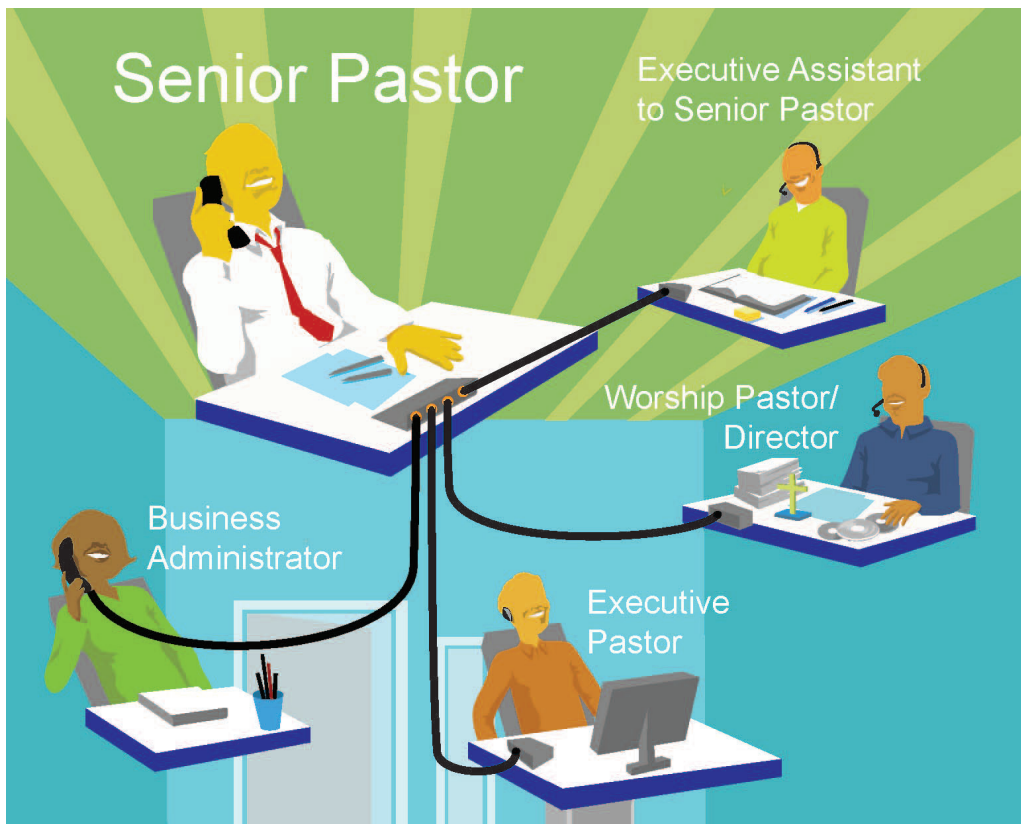


FIGURE 4

The second most frequent response was the executive assistant to the senior pastor, which also goes by various names including administrative assistant. In megachurches, 48% report directly to the senior pastor – a surprisingly low number, considering the nature of the role.

The survey asked about two different worship-related roles: “worship pastor/leader” and “worship programming director.” The first of these roles (worship pastor/leader) was cited as reporting to the senior pastor in 32% of megachurches. The likelihood of being a direct report changed by size, with the highest amount of worship pastors – 40% – being a direct report for churches in the 3,000-4,999 attendance range. The second of these roles (worship programming director) reports to the senior pastor in 13% of megachurches, peaking at 28% in the 4,000-5,999 range. Other frequently named direct reports, in decreasing order, are business administrator, associate pastor, communications pastor or highest equivalent position, and director of finance/CFO.

The salaries for 29 total roles, including all roles named above, are listed in the following tables. The exact wording of the question was lengthy. It asked for “the combined total of cash salary plus any housing allowance.” Thus the figures do not include the value of benefits, such as health insurance. Respondents were to “include salary amounts funded by love offerings if applicable.” If there is more than one person in a position, respondents were to “use the average salary for that role.” Financial data in the Canadian responses were converted to U.S. dollars for more accurate comparisons, so all numbers that follow are U.S. dollars.

All roles in the following tables are presumed to be full-time. The survey did not ask salaries for part-time employees or part-time roles.

Salaries: All Roles, for All Churches 2,000 and Up (in thousands)

	LOW	MIDPOINT	AVERAGE	HIGH
Senior or Lead Pastor/Minister	\$40	\$139	\$147	\$400
Associate Pastor/Minister	\$39	\$80	\$82	\$148
Executive Pastor	\$40	\$96	\$99	\$230
Business Administrator	\$37	\$75	\$78	\$155
Director of Finance/CFO	\$25	\$70	\$71	\$137
Executive Assistant (highest position)	\$18	\$40	\$40	\$75
Campus Pastor (for multi-site or multi-venue)	\$23	\$65	\$64	\$110
Teaching Pastor	\$24	\$75	\$85	\$255

(Continued)

Salaries: All Roles, for All Churches 2,000 and Up (in thousands) (Continued)

	LOW	MIDPOINT	AVERAGE	HIGH
Worship Pastor/Leader	\$16	\$72	\$75	\$140
Worship Programming Director	\$29	\$54	\$56	\$118
Communications Pastor (highest position)	\$30	\$62	\$65	\$108
Younger Children's or Preschool Ministry Pastor	\$12	\$30	\$43	\$97
Children's Ministry Pastor	\$27	\$55	\$58	\$115
Middle School Pastor	\$30	\$46	\$48	\$72
High School Pastor	\$24	\$53	\$54	\$112
College/Young Adults Pastor	\$24	\$55	\$56	\$84
Family Ministry Pastor	\$30	\$70	\$70	\$105
Men's Ministry Pastor	\$14	\$60	\$56	\$85
Women's Ministry Pastor	\$12	\$47	\$46	\$115
	LOW	MIDPOINT	AVERAGE	HIGH
Church Technology Director	\$20	\$57	\$58	\$97
Media Director	\$21	\$52	\$52	\$82
Operations Director	\$26	\$65	\$66	\$116
Human Resources Director	\$19	\$50	\$52	\$92
Community Relations/Community Connections Director	\$24	\$53	\$57	\$104
Outreach Pastor	\$33	\$65	\$65	\$110
	LOW	MIDPOINT	AVERAGE	HIGH
Equipping Pastor	\$20	\$72	\$68	\$105
Pastoral Care Pastor	\$15	\$57	\$58	\$122
Counselor/Recovery Minister	\$18	\$57	\$58	\$95
Small Groups Pastor	\$28	\$63	\$63	\$95

TABLE 5

Salaries: All Roles, for Churches 10,000 - 14,999 (in thousands)

	LOW	MIDPOINT	AVERAGE	HIGH
Senior or Lead Pastor/Minister	\$130	\$160	\$173	\$27
Associate Pastor/Minister	-	-	-	-
Executive Pastor	\$92	\$115	\$120	\$148
Business Administrator	-	-	-	-
Director of Finance/CFO	\$65	\$112	\$96	\$115
Executive Assistant (highest position)	\$38	\$42	\$48	\$75
Campus Pastor (for multi-site or multi-venue)	\$60	\$65	\$69	\$90
Teaching Pastor	-	-	-	-
Worship Pastor/Leader	\$55	\$72	\$78	\$118
Worship Programming Director	-	-	-	-
Communications Pastor (highest position)	\$30	\$60	\$60	\$83
	LOW	MIDPOINT	AVERAGE	HIGH
Younger Children's or Preschool Ministry Pastor	\$30	\$43	\$41	\$50
Children's Ministry Pastor	\$40	\$47	\$53	\$75
Middle School Pastor	\$36	\$45	\$44	\$50
High School Pastor	\$45	\$50	\$50	\$55
College/Young Adults Pastor	\$36	\$50	\$51	\$62
Family Ministry Pastor	-	-	-	-
Men's Ministry Pastor	-	-	-	-
Women's Ministry Pastor	-	-	-	-
Church Technology Director	\$50	\$66	\$64	\$80
Media Director	-	-	-	-
Operations Director	-	-	-	-
Human Resources Director	-	-	-	-
Community Relations/Community Connections Director	-	-	-	-
Outreach Pastor	-	-	-	-
	LOW	MIDPOINT	AVERAGE	HIGH
Equipping Pastor	-	-	-	-
Pastoral Care Pastor	\$45	\$53	\$60	\$80
Counselor/Recovery Minister	-	-	-	-
Small Groups Pastor	\$30	\$66	\$62	\$86

Note: missing figures (-) indicate insufficient data to calculate a meaningful comparison number, not the absence of that role in the churches.

TABLE 6

Salaries: All Roles, for Churches 6,000 - 9,999 (in thousands)

	LOW	MIDPOINT	AVERAGE	HIGH
Senior or Lead Pastor/Minister	\$120	\$186	\$193	\$294
Associate Pastor/Minister	-	-	-	-
Executive Pastor	\$84	\$111	\$113	\$165
Business Administrator	\$50	\$105	\$96	\$137
Director of Finance/CFO	\$65	\$89	\$91	\$137
Executive Assistant (highest position)	\$25	\$44	\$44	\$61
Campus Pastor (for multi-site or multi-venue)	\$36	\$71	\$71	\$109
Teaching Pastor	-	-	-	-
Worship Pastor/Leader	\$66	\$78	\$85	\$125
Worship Programming Director	-	-	-	-
Communications Pastor (highest position)	\$40	\$84	\$76	\$100
	LOW	MIDPOINT	AVERAGE	HIGH
Younger Children's or Preschool Ministry Pastor	\$24	\$46	\$45	\$62
Children's Ministry Pastor	\$35	\$62	\$63	\$85
Middle School Pastor	\$34	\$48	\$49	\$69
High School Pastor	\$33	\$53	\$53	\$72
College/Young Adults Pastor	\$39	\$54	\$55	\$70
Family Ministry Pastor	-	-	-	-
Men's Ministry Pastor	-	-	-	-
Women's Ministry Pastor	-	-	-	-
	LOW	MIDPOINT	AVERAGE	HIGH
Church Technology Director	\$45	\$63	\$68	\$97
Media Director	\$37	\$50	\$52	\$70
Operations Director	\$40	\$62	\$70	\$116
Human Resources Director	\$19	\$55	\$51	\$83
Community Relations/Community Connections Director	-	-	-	-
Outreach Pastor	-	-	-	-
Equipping Pastor	-	-	-	-
Pastoral Care Pastor	\$21	\$57	\$61	\$90
Counselor/Recovery Minister	-	-	-	-
Small Groups Pastor	\$52	\$65	\$67	\$95

Note: missing figures (-) indicate insufficient data to calculate a meaningful comparison number, not the absence of that role in the churches.

TABLE 7

Salaries: All Roles, for Churches 4,000 - 5,999 (in thousands)

	LOW	MIDPOINT	AVERAGE	HIGH
Senior or Lead Pastor/Minister	\$96	\$155	\$158	\$332
Associate Pastor/Minister	\$45	\$76	\$82	\$119
Executive Pastor	\$65	\$100	\$105	\$150
Business Administrator	\$47	\$73	\$79	\$130
Director of Finance/CFO	\$15	\$71	\$71	\$125
Executive Assistant (highest position)	\$30	\$41	\$43	\$69
Campus Pastor (for multi-site or multi-venue)	\$45	\$74	\$71	\$108
Teaching Pastor	\$52	\$87	\$85	\$170
Worship Pastor/Leader	\$53	\$70	\$77	\$140
Worship Programming Director	\$29	\$61	\$58	\$118
Communications Pastor (highest position)	\$42	\$65	\$67	\$104
Younger Children's or Preschool Ministry Pastor	\$23	\$44	\$45	\$72
Children's Ministry Pastor	\$44	\$59	\$62	\$89
Middle School Pastor	\$34	\$52	\$53	\$72
High School Pastor	\$37	\$58	\$58	\$78
College/Young Adults Pastor	\$35	\$61	\$63	\$87
Family Ministry Pastor	\$30	\$76	\$74	\$105
Men's Ministry Pastor	-	-	-	-
Women's Ministry Pastor	\$38	\$54	\$60	\$115
	LOW	MIDPOINT	AVERAGE	HIGH
Church Technology Director	\$40	\$65	\$64	\$85
Media Director	\$42	\$55	\$56	\$70
Operations Director	\$43	\$68	\$72	\$103
Human Resources Director	\$37	\$54	\$59	\$88
Community Relations/Community Connections Director	-	-	-	-
Outreach Pastor	\$43	\$75	\$71	\$102
	LOW	MIDPOINT	AVERAGE	HIGH
Equipping Pastor	-	-	-	-
Pastoral Care Pastor	\$26	\$65	\$67	\$114
Counselor/Recovery Minister	-	-	-	-
Small Groups Pastor	\$52	\$64	\$68	\$95

Note: missing figures (-) indicate insufficient data to calculate a meaningful comparison number, not the absence of that role in the churches.

TABLE 8

Salaries: All Roles, for Churches 3,000 - 3,999 (in thousands)

	LOW	MIDPOINT	AVERAGE	HIGH
Senior or Lead Pastor/Minister	\$40	\$130	\$135	\$260
Associate Pastor/Minister	\$39	\$81	\$79	\$135
Executive Pastor	\$53	\$98	\$92	\$130
Business Administrator	\$37	\$73	\$77	\$155
Director of Finance/CFO	\$30	\$63	\$62	\$90
Executive Assistant (highest position)	\$21	\$37	\$37	\$60
Campus Pastor (for multi-site or multi-venue)	\$23	\$53	\$54	\$83
Teaching Pastor	-	-	-	-
Worship Pastor/Leader	\$34	\$74	\$74	\$118
Worship Programming Director	\$32	\$51	\$53	\$105
Communications Pastor (highest position)	\$35	\$62	\$62	\$94
	LOW	MIDPOINT	AVERAGE	HIGH
Younger Children's or Preschool Ministry Pastor	\$117	\$43	\$38	\$56
Children's Ministry Pastor	\$38	\$56	\$58	\$86
Middle School Pastor	\$31	\$45	\$44	\$58
High School Pastor	\$24	\$53	\$52	\$74
College/Young Adults Pastor	\$24	\$52	\$54	\$79
Family Ministry Pastor	\$45	\$68	\$68	\$85
Men's Ministry Pastor	-	-	-	-
Women's Ministry Pastor	\$15	\$40	\$40	\$65
Church Technology Director	\$20	\$53	\$51	\$77
Media Director	\$35	\$50	\$51	\$78
Operations Director	\$45	\$67	\$66	\$84
Human Resources Director	\$30	\$46	\$48	\$79
Community Relations/Community Connections Director	-	-	-	-
Outreach Pastor	\$33	\$69	\$64	\$110
	LOW	MIDPOINT	AVERAGE	HIGH
Equipping Pastor	\$20	\$68	\$67	\$93
Pastoral Care Pastor	\$24	\$58	\$58	\$115
Counselor/Recovery Minister	-	-	-	-
Small Groups Pastor	\$41	\$62	\$62	\$93

Note: missing figures (-) indicate insufficient data to calculate a meaningful comparison number, not the absence of that role in the churches.

TABLE 9

Salaries: All Roles, for Churches 2,000 - 2,999 (in thousands)

	LOW	MIDPOINT	AVERAGE	HIGH
Senior or Lead Pastor/Minister	\$55	\$121	\$134	\$400
Associate Pastor/Minister	\$50	\$75	\$77	\$130
Executive Pastor	\$40	\$82	\$91	\$230
Business Administrator	\$40	\$68	\$72	\$139
Director of Finance/CFO	\$26	\$61	\$59	\$111
Executive Assistant (highest position)	\$18	\$37	\$38	\$61
Campus Pastor (for multi-site or multi-venue)	\$30	\$58	\$59	\$87
Teaching Pastor	-	-	-	-
Worship Pastor/Leader	\$16	\$69	\$71	\$138
Worship Programming Director	\$29	\$57	\$55	\$89
Communications Pastor (highest position)	\$41	\$57	\$60	\$108
	LOW	MIDPOINT	AVERAGE	HIGH
Younger Children's or Preschool Ministry Pastor	\$19	\$43	\$43	\$97
Children's Ministry Pastor	\$27	\$50	\$54	\$115
Middle School Pastor	\$30	\$45	\$47	\$69
High School Pastor	\$30	\$52	\$54	\$112
College/Young Adults Pastor	\$26	\$52	\$56	\$94
Family Ministry Pastor	\$45	\$66	\$66	\$89
Men's Ministry Pastor	-	-	-	-
Women's Ministry Pastor	\$12	\$48	\$44	\$65
	LOW	MIDPOINT	AVERAGE	HIGH
Church Technology Director	\$33	\$51	\$54	\$97
Media Director	\$21	\$45	\$49	\$70
Operations Director	\$26	\$58	\$56	\$81
Human Resources Director	\$28	\$46	\$45	\$67
Community Relations/Community Connections Director	-	-	-	-
Outreach Pastor	\$47	\$62	\$62	\$75
	LOW	MIDPOINT	AVERAGE	HIGH
Equipping Pastor	-	-	-	-
Pastoral Care Pastor	\$15	\$52	\$51	\$122
Counselor/Recovery Minister	\$18	\$58	\$54	\$75
Small Groups Pastor	\$28	\$60	\$58	\$81

Note: missing figures (-) indicate insufficient data to calculate a meaningful comparison number, not the absence of that role in the churches.

TABLE 10

Salaries: All Roles, for Churches 1,000 - 1,999 (in thousands)

	LOW	MIDPOINT	AVERAGE	HIGH
Senior or Lead Pastor/Minister	\$50	\$103	\$110	\$250
Associate Pastor/Minister	\$40	\$70	\$73	\$128
Executive Pastor	\$46	\$79	\$80	\$130
Business Administrator	\$24	\$70	\$65	\$98
Director of Finance/CFO	\$15	\$47	\$52	\$141
Executive Assistant (highest position)	\$8	\$35	\$35	\$56
Campus Pastor (for multi-site or multi-venue)	\$12	\$57	\$56	\$95
Teaching Pastor	\$46	\$65	\$72	\$183
Worship Pastor/Leader	\$10	\$60	\$62	\$114
Worship Programming Director	\$14	\$54	\$52	\$105
Communications Pastor (highest position)	\$22	\$40	\$43	\$73
Younger Children's or Preschool Ministry Pastor	\$10	\$30	\$32	\$73
Children's Ministry Pastor	\$16	\$49	\$49	\$90
Middle School Pastor	\$18	\$42	\$43	\$69
High School Pastor	\$25	\$50	\$52	\$95
College/Young Adults Pastor	\$16	\$46	\$47	\$80
Family Ministry Pastor	\$15	\$62	\$63	\$107
Men's Ministry Pastor	-	-	-	-
Women's Ministry Pastor	\$6	\$40	\$37	\$65
	LOW	MIDPOINT	AVERAGE	HIGH
Church Technology Director	\$6	\$39	\$39	\$75
Media Director	\$14	\$39	\$43	\$84
Operations Director	\$23	\$59	\$59	\$102
Human Resources Director	-	-	-	-
Community Relations/Community Connections Director	\$18	\$35	\$40	\$84
Outreach Pastor	\$24	\$60	\$60	\$131
	LOW	MIDPOINT	AVERAGE	HIGH
Equipping Pastor	-	-	-	-
Pastoral Care Pastor	\$12	\$53	\$56	\$118
Counselor/Recovery Minister	-	-	-	-
Small Groups Pastor	\$12	\$54	\$54	\$85

Note: missing figures (-) indicate insufficient data to calculate a meaningful comparison number, not the absence of that role in the churches.

TABLE 11

Gender Issues

We also asked, new for 2010, about whether the senior pastor’s spouse is employed by the church. Ninety nine percent of the senior pastors are married, but the vast majority of their spouses do not have a paid church staff position. The larger the church, the less likely the spouse is employed by the church. Of those spouses who are employed by the church, most lead a ministry team. A smaller number serve in an administrative role, in the business office, or as a teaching pastor.

Also new for 2010, we asked churches to identify the top three church roles filled by female staff. The intent of the question is not to challenge any church’s theology but to offer helpful comparison for those positions that a church does feel are biblically appropriate to open to both men and women. The roles varied considerably by size of church. A further analysis of women’s and men’s compensation, when the church seems to offer them the same role, will be featured in the forthcoming 2010 publication “Large Church Finances and Staffing.”

Changes Over Time

A general comparison of 2010 information against our previous surveys indicates that remuneration for some positions changed, while others stayed about the same. Most 2010 salaries held roughly even from 2008 to 2010 on average and a few declined slightly.

It is best, however, to limit comparisons of year-to-year changes to general observations, since the survey group’s makeup is not the same. That said, the following table records various shifts over our last three compensation surveys. All are for megachurches and offer median (midpoint) values. They are based on the six highest-paid positions. The number is for cash salary plus any housing allowance, if applicable, but not the value of benefits.

Highest Paid Roles Increased 2006-2008 but Changed Little 2008-2010			
Church Role (attendance 2,000 to 14,999)	<i>median salary (in 1000s)</i>		
	2010	2008	2006
Senior pastor/minister	\$139	\$137	\$137
Executive pastor	\$96	\$98	\$98
Associate pastor/minister	\$80	\$89	\$89
Teaching pastor	\$76	\$80	\$80
Business administrator	\$75	\$71	\$71
Worship pastor	\$72	\$72	\$72
Combined Average Salary for all 6 Roles	\$90	\$91	\$91

N = 142 for 2010, 81 for 2008, 42 for 2006.

TABLE 12

Salary Compared to Budget

Another way to look at large church salary is by church budget. Table 14 below tallies some of the higher-paid roles in larger churches, scaling them by size of total church budget (all funds combined). It clearly shows that salaries increase as the overall church budget grows larger.

Salary Compared to Staff Size and Other Factors

If salary increases as the church budget increases, then does it also increase as staff size increases? This is a tricky issue, since the ratio of attenders to staff (number of worshippers per each staff) varies considerably among churches. So does the percentage of the church budget that goes to staffing costs. These factors will be explored separately in the forthcoming 2010 publication “Large Church Finances and Staffing.” Generally, staffing costs average between 40% and 50% of many church’s budget,¹² and a significant economy of scale with the number of staff does not kick in until attendance reaches about 10,000.

Salaries Increase as the Church Budget Increases					
<i>Church Budget</i>	<i>Salaries In Thousands</i>				
	Senior Pastor	Executive Pastor	Business Administrator	Worship Pastor	Administrative Assistant
\$1-1.99M					
Low	\$50	\$40	\$30	\$10	\$14
Average	\$91	\$70	\$57	\$53	\$32
High	\$145	\$100	\$90	\$83	\$45
\$2-2.99M					
Low	\$40	\$52	\$24	\$25	\$20
Average	\$103	\$75	\$62	\$61	\$34
High	\$195	\$102	\$91	\$103	\$56
\$3-3.99M					
Low	\$90	\$53	\$45	\$30	\$21
Average	\$121	\$85	\$71	\$63	\$38
High	\$165	\$117	\$98	\$104	\$52

(Continued)

Salaries Increase as the Church Budget Increases (Continued)

Church Budget	Salaries In Thousands				
	Senior Pastor	Executive Pastor	Business Administrator	Worship Pastor	Executive Assistant
\$4-4.99M					
Low	\$55	\$49	\$50	\$34	\$28
Average	\$132	\$86	\$75	\$73	\$37
High	\$199	\$118	\$95	\$114	\$49
\$5-5.99M					
Low	\$101	\$65	\$47	\$56	\$22
Average	\$160	\$107	\$80	\$77	\$36
High	\$400	\$230	\$155	\$98	\$60
\$6-7.99M					
Low	\$94	\$65	\$43	\$47	\$25
Average	\$153	\$107	\$76	\$83	\$42
High	\$250	\$177	\$102	\$134	\$69
\$8-9.99M					
Low	\$100	\$72	\$65	\$55	\$35
Average	\$165	\$100	\$98	\$77	\$42
High	\$332	\$123	\$130	\$118	\$48
\$10M or more					
Low	\$96	\$84	\$42	\$62	\$27
Average	\$189	\$117	\$93	\$91	\$48
High	\$306	\$150	\$139	\$140	\$75

TABLE 13

Worshipper-to-Staff Ratios Hold Even Until Attendance Reaches 10,000

Church Size	Median Number of Staff	Worshipper-to-Staff Ratio
10,000-14,999	98	131:1
6,000-9,999	95	80:1
4,000-5,999	59	80:1
3,000-3,999	40	78:1
2,000-2,999	31	80:1
1,000-1,999	20	71:1

"Staff" is defined as full-time equivalent. Ratios are based on medians.

TABLE 14

What about other factors that might affect salary levels? Interestingly, salary does not increase by whether or not the church's attendance is growing. In comparing growing churches (which represent 83% of the megachurches in this study) with plateaued or declining churches, the evidence did not seem to indicate that the growing churches offer a higher salary than do the non-growing churches.

Nor was the data clear on tenure. It might seem that the longer someone is in a position, the higher the average pay. But the evidence is inconclusive here as well, as the following table shows.

Longer Senior Pastor Tenure Does Not Equal Higher Pay

Church Size	Tenure:		
	1-10 yrs	11-20 yrs	21+ yrs
2,000 and up	\$130,731	\$155,661	\$156,112
10,000-14,999	\$145,000	<i>insufficient data</i>	\$184,500
6,000-9,999	\$172,188	\$219,600	\$179,961
4,000-5,999	\$152,615	\$146,533	\$179,443
3,000-3,999	\$124,190	\$140,737	\$156,342
2,000-2,999	\$126,731	\$144,344	\$123,670
1,000-1,999	\$110,629	\$107,603	\$109,759

TABLE 15

4. Benefits

The following tables show the scope of benefit coverage that large churches offer. The information is broken down by church size. In all cases, Canadian responses are excluded since Canada has a different basis for its health program.

The survey asked about 27 potential benefit options, and the following table lists the top 16 benefits offered. Medical and dental insurance are the most-offered benefits to the majority of the church's full-time staff, a finding similar to our 2008 report.

Medical Insurance Is the Most Common Benefits Offered, Followed by Dental

Church size	2,000+	10,000– 14,999	6,000– 9,999	4,000– 5,999	3,000– 3,999	2,000– 2,999	1,000– 1,999
INSURANCE							
Medical	100%	100%	100%	100%	100%	100%	93%
Dental	82%	88%	81%	78%	85%	80%	68%
Vision	52%	75%	56%	48%	48%	51%	35%
Life Insurance up to \$50,000	77%	75%	81%	83%	88%	67%	65%
Life Insurance for Dependents	21%	38%	31%	17%	18%	20%	13%
Long Term Disability	75%	88%	88%	78%	88%	59%	63%
Short Term Disability	49%	75%	44%	57%	45%	45%	39%
Supplemental (AFLAC, Life or AD&D buy-up)	34%	50%	44%	39%	42%	22%	36%
SPENDING ACCOUNTS							
Flexible Spending Account (FSA)	45%	63%	63%	43%	52%	33%	34%
Retirement Account (regardless of matching contributions)	92%	100%	100%	100%	91%	86%	96%
with some level of matching from employer	72%	88%	69%	78%	82%	61%	65%
no matching	21%	13%	31%	22%	9%	25%	31%
OTHER							
Technology/Cell Phone Allowance	64%	88%	75%	57%	58%	65%	58%
Missions Trip Support	56%	38%	63%	65%	61%	51%	53%
Tuition Reimbursement	38%	63%	38%	30%	55%	27%	34%
Book Allowance	36%	25%	31%	35%	36%	39%	50%
Ministry or Sabbatical Leave	34%	25%	38%	39%	36%	29%	47%
Cafeteria Plan ("section 125")	28%	13%	38%	30%	24%	29%	27%

Actual question: Please indicate the types of benefits offered to the majority of your fulltime staff. Select all that apply.

TABLE 16

4 in 10 Churches Pay Social Security for Their Pastors if "Self-Employed"

Church size	Contribution
2,000+	37%
10,000-14,999	38%
6,000-9,999	38%
4,000-5,999	35%
3,000-3,999	39%
2,000-2,999	35%
1,000-1,999	42%

Actual question: Does your church offer FICA reimbursement for pastors who file taxes as "self-employed"?

TABLE 17

Social Security (FICA)

Typically an employer pays half of the Social Security (FICA) tax due and the employee pays the other half. Some pastors file taxes using a self-employed category, which obligates them to owe the entire Social Security tax. The following table shows whether the church contributes half, as it would if the pastor were classified as an ordinary employee.

4 in 5 Churches Contribute to a Retirement Plan, Typically 3% to 5%

Church size	2,000+	10,000–14,999	6,000–9,999	4,000–5,999	3,000–3,999	2,000–2,999	1,000–1,999
No contribution	20%	13%	25%	22%	15%	22%	24%
1%	5%	0%	0%	17%	3%	2%	4%
2%	4%	0%	0%	0%	3%	8%	4%
3%	16%	0%	6%	17%	21%	18%	20%
4%	11%	13%	13%	9%	12%	10%	2%
5%	21%	50%	38%	26%	18%	10%	15%
6%	7%	0%	6%	4%	9%	8%	7%
7%	1%	0%	0%	0%	3%	0%	3%
8% or more	16%	25%	6%	4%	15%	24%	20%

Actual question: What percentage of salary, if any, does the church contribute to a retirement plan for the majority of employees?

TABLE 18

Retirement

Surveyed churches also indicated their role in supporting a retirement plan for their employees. Most do so, with the most common contribution range being 3% to 5%. In general the larger the church the larger the contribution size. The next table shows the breakdown.

PPO Is by Far the Most Popular Medical Insurance Plan

Church size	2,000+	10,000– 14,999	6,000– 9,999	4,000– 5,999	3,000– 3,999	2,000– 2,999	1,000– 1,999
HMO (health maintenance organization)	21%	13%	13%	35%	27%	14%	22%
PPO (preferred physician organization)	59%	62%	56%	61%	49%	65%	55%
POS (point of service)	5%	13%	19%	4%	3%	2%	6%
Health Savings Accounts (HSA)	24%	0%	31%	26%	27%	22%	14%
Health Savings Account with employer contribution	25%	13%	31%	26%	36%	18%	19%
High Deductible Health Plan (HDHP)	23%	25%	31%	30%	21%	18%	18%
None of the above	1%	0%	0%	0%	3%	0%	6%
Other	5%	0%	0%	4%	3%	10%	5%

Totals may not equal 100% since churches were allowed multiple choices. Actual question: Please choose the type of medical insurance plan(s) your church offers for any of its staff.

TABLE 19

Medical Insurance Plans

The survey asked churches to choose the type of medical insurance plan(s) it offers for any of its staff. By far the most popular plan was a PPO (preferred physician organization), as Table 20 shows.

Although the PPO is the most chosen, other choices are rising in popularity. In the 2008 survey, for example, the most popular health insurance choice was likewise the PPO, which was offered by 65% of surveyed churches – higher than the 59% average for the 2010 survey. However, the 2008 number was a decrease from 2006 when 83% of the churches offered this type of plan. The next most popular plan in 2008 was HMO (health maintenance organization) offered by 24% of churches, followed by POS (point of service) by 12% of churches. The biggest reported change in health insurance for 2008 was the growth of Health Savings Accounts and High-Deductible Health Plans combined with Health Savings Accounts. A total of 40% of the 2008 churches offered a health savings account, with roughly a quarter (23%) adding an employer contribution and 19% offering high deductible plans.

Funding the Medical Insurance Premium

We also asked for the percentage of the medical premium that the church pays for the primary insurance holder, apart from the co-payment. The following table shows

Over Half of Surveyed Churches Pay the Entire Medical Premium

Church size	2,000+	10,000– 14,999	6,000– 9,999	4,000– 5,999	3,000– 3,999	2,000– 2,999	1,000– 1,999
Percent Paid by Church: 100%	60%	50%	50%	52%	45%	78%	57%
90% - 99%	13%	13%	19%	13%	12%	12%	16%
80% - 89%	15%	0%	19%	22%	30%	2%	6%
70% - 79%	5%	0%	6%	13%	3%	2%	7%
60% - 69%	3%	25%	6%	0%	3%	0%	3%
50% - 59%	2%	13%	0%	0%	3%	2%	0%
Less than 50%	1%	0%	0%	0%	3%	0%	1%
None	1%	0%	0%	0%	0%	2%	7%

Actual question: What percentage of the medical premium does your church pay for the primary insurance holder, apart from the co-payment?

TABLE 20

the responses, grouped by church size. By comparison, the current 2010 employer contribution is slightly higher than those reported in our 2008 survey.

What about dependents of the church employee, such as spouse and children? What percentage of the medical premium does your church pay for dependents, apart from the co-payment? The largest share of churches pay 100% as the following table shows.

Many Churches Offer Medical Coverage for Their Employee's Dependents

Church size	2,000+	10,000– 14,999	6,000– 9,999	4,000– 5,999	3,000– 3,999	2,000– 2,999	1,000– 1,999
100%	40%	38%	31%	35%	27%	55%	39%
90% - 99%	9%	0%	19%	0%	9%	12%	13%
80% - 89%	14%	0%	19%	17%	27%	4%	5%
70% - 79%	8%	0%	13%	22%	9%	2%	7%
60% - 69%	4%	25%	0%	0%	9%	0%	4%
50% - 59%	8%	25%	0%	17%	12%	2%	8%
Less than 50%	5%	0%	19%	4%	3%	2%	3%
None	11%	13%	0%	4%	3%	22%	19%

Actual question: What percentage of the medical premium does your church pay for dependents, apart from the co-payment?

TABLE 21

5. Helpful Websites and Resources

The findings in this report could be used for comparison and norming in combination with other sources of information, such as some of the sites listed below, as each individual church determines its salary and benefit plans. Churches also frequently consider regional factors, cost-of-living for their area, tenure, and experience for their compensation plans.

Salary & Compensation Resources

The 2010-2011 Compensation Handbook for Church Staff Based on a national survey, *The 2010-2011 Compensation Handbook for Church Staff* provides reliable church employee compensation breakdowns for part-time, full-time, church size, income budget, and geographical setting. (<http://store.churchlawtodaystore.com/20cohaforchs1.html>)

MinistryPay.com (<http://www.ministrypay.com/>) is a reliable source for ministry pay data that includes information for more than 60 job titles from a wide range of churches. Using a system that automatically updates data as participants submit new information, the NACBA's salary survey tool provides the most accurate and current church salary resource available. MinistryPay.com is owned and produced by the National Association of Church Business Administration and is powered by enetrix, a Gallup Company.

Compensation Survey Report for Christian Organizations (<http://www.compensationresources.com/members/2009-compensation-survey-report-for-christian-organizations.php>) This is an annual study specifically designed to provide important compensation data for use by Christian-based organizations. Includes salary data on over 70 jobs and benefit information including: insurance coverage, retirement packages, perquisites, as well as estimated salary increases for 2010, bonus plans, turnover statistics, and more.

XPastor.org, which focuses on executive pastors, hosts three compensation surveys. When you participate, you will be given access for one year to a password protected page that will be updated as more people participate. Give in order to get! The updates in May 2008 included an Executive Pastor Compensation Survey, a Senior Pastor Compensation Survey, and a Top-to-Bottom Entire Church Compensation. (<http://www.xpastor.org/jobs/compensation.html>)

Form 990-T

Exempt Organization Business Income Tax Return

More and more we are going to see "taxes" and "voluntary taxes" on church properties. For example, in 2009 the University of Notre Dame and other nonprofit institutions in St. Joseph County, Indiana, received property-tax bills for the first time as local officials took a closer look at facilities previously considered tax-exempt. The county is now assessing levies on property owned by nonprofit groups but considered to be profit-making, such as the university's bookstore and an on-campus restaurant. The South Bend school had previously paid taxes voluntarily on some off-campus properties it owns. Churches are beginning to face similar situation for portions of their properties.

The IRS offers instruction and training modules on Form 990 and Form 990-T at <http://www.stayexempt.org/>

More Helpful Websites

- **PayScale** (www.payscale.com) Get a free salary report based on your job title, location, education, skills and experience.
- **Salary.com** (www.salary.com) is a leading provider of on-demand human resources software that help businesses and individuals manage pay and performance. Their website includes a salary wizard, benefits calculator, cost of living calculator and more.
- **Cost of Living Comparison on CNNMoney.com** This calculator shows salary comparisons, and percent change in cost of groceries, housing, utilities, transportation and healthcare. <http://cgi.money.cnn.com/tools/costofliving/costofliving.html>
- **The Salary Calculator** A simple comparison of equivalent salaries based on US cities. <http://www.homefair.com/real-estate/salary-calculator.asp>
- **Bankrate.com cost of living comparison calculator** Provides a detailed list of average costs of living and the dollar difference of anticipated spending. <http://www.bankrate.com/brm/movecalc.asp>
- **Inflation Monitor** The estimated inflation rate for 2008 is approximately 3.0% based on available data. For current inflation rates visit http://inflationdata.com/Inflation/Inflation_Rate/CurrentInflation.asp

Additional Leadership Network Reports

- Lean Staffing: Churches That Handle Staff Costs in Under 35% of Budget
- How the Economic Slump Is (or Isn't) Hitting Churches (2009)
- Inside the World of Executive Pastors: Leadership Network's 2009 Survey
- 2008 Leadership Network Salary and Economic Outlook Report

6. We Welcome Your Personal Inquiries

We welcome comments and questions about this report. Please contact Dave Travis, Managing Director of Leadership Network leadnet.org/davetravis

If you'd like to participate in future surveys please contact Stephanie Plagens, Publications Manager leadnet.org/stephanieplagens

This report and other salary and benefit related reports, such as the 2010 Large Church Economic Outlook and 2010 Large Church Finances and Staffing are available as free downloads at www.leadnet.org/salary. For the most current listing of other resources distributed solely through Leadership Network go to <http://www.leadnet.org/papers>

To stay abreast of news when information is released, follow Leadership Network on Twitter @leadnet or subscribe to Leadership Network Advance, a twice-monthly free list of resources and trends, www.leadnet.org/update.

Project Principals



The primary survey designer and author of this report is Warren Bird, Director of Research for Leadership Network.



Project and communications management came from Stephanie Plagens, Publications Manager for Leadership Network.

Illustrations by Darcy Vorhees of Flaming Medusa Studios. www.flamingmedusa.com

Table design by Ahmed Amanatullah.

About Leadership Network

Leadership Network fosters church innovation and growth through strategies, programs, tools, and resources consistent with our far-reaching mission: to accelerate the impact of 100X leaders.

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Want to find more resources like this one? For the most current listing of free and purchasable resources, some of which are distributed solely through Leadership Network, go to <http://www.leadnet.org/papers> (alternate: <http://www.leadnet.org>, then select “resources” then “downloads”) or call toll-free 800-765-5323 or 214-969-5950 outside the U.S. and Canada.

End Notes

1. See calculations by Scott Thumma at http://www.hartfordinstitute.org/research/fastfacts/fast_facts.html. See also the book by Scott Thumma and Dave Travis, *Beyond Megachurch Myths*, Jossey-Bass, 2008.
2. Warren Bird, “Teacher First: Leadership Network’s 2009 Survey of Large-Church Senior Pastors,” Leadership Network, July 2009, <http://www.leadnet.org/SampleDownloads.asp?ID=588&Type=Downloads>.

3. Colleen Pepper, "Inside the World of Executive Pastors: Leadership Network's 2009 Survey," Leadership Network, February 2009, <http://www.leadnet.org/SampleDownloads.asp?ID=577&Type=Downloads>.
4. Scott Thumma and Warren Bird, "Not Who You Think They Are: The Real Story of People Who Attend America's Megachurches," Leadership Network, 2009, <http://www.leadnet.org/SampleDownloads.asp?ID=583&Type=Downloads>.
5. Scott Thumma and Warren Bird, "Changes in American Megachurches: Tracing Eight Years of Growth and Innovation in the Nation's Largest-Attendance Congregations," Leadership Network, 2008, <http://www.leadnet.org/SampleDownloads.asp?ID=554&Type=Downloads>.
6. See Warren Bird and Kristin Walters, "Multisite Is Multiplying: Survey Identifies Leading Practices, Confirms New Developments in Movement's Expansion," Leadership Network, 2010; and Colleen Pepper, "Multiple Everything: Insights from Churches with Four or More Campuses," Leadership Network, 2008. Both are available for free download at http://www.leadnet.org/Resources_Downloads.asp?IsSubmit=True&Keywords=multisite.
7. More specifically, 253 large churches participated in a 152-item online survey during April and May, 2010. Of these, 142 are megachurches (average weekend worship attendance of 2,000 and higher, including children) and 101 have attendances 1,000 to 1,999. Churches were invited to participate through a number of channels: email invitations, in-person invitations, blogs, and advertising in the newsletter *Leadership Network Advance*. Please see email addresses at the end of this document if you'd like to participate in future surveys.
8. A national profile of megachurches was created in 2005 by a joint study between Leadership Network and the Hartford Institute for Religion Research. The findings were published in *Beyond Megachurch Myths* (see earlier endnote). A separate research project in 2008 by the same two groups generated an updated profile with some of the findings published in "Changes in American Megachurches" (see earlier endnote).
9. This tendency is reported in Warren Bird and Kristin Walters, "Multisite Is Multiplying: Survey Identifies Leading Practices, Confirms New Developments in Movement's Expansion," Leadership Network, 2010, available at http://www.leadnet.org/Resources_Downloads.asp?IsSubmit=True&Keywords=multisite.
10. All statistics in this section for U.S. Protestant churches as a whole come from National Congregations Study, 2006-2007 wave, conducted by Mark Chaves. See www.soc.duke.edu/natcong.
11. The median is the midpoint in a ranked group of numbers: half are lower, and half are higher. Unlike an average (also known as a mathematical mean), the median is not significantly changed by "outliers" – abnormal values that are particularly high or particularly low. This report uses the terms "midpoint" and "median" interchangeably.
12. See the 2010 slide presentation by Warren Bird, "Lean Staffing: Churches That Handle Staff Costs in Under 35% of Budget," available for free download at <http://www.leadnet.org/SampleDownloads.asp?ID=612&Type=Downloads>.