

Deacon Salary, Benefits, and Satisfaction
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EXECUTIVE SUMMARY

In 2008, an initial report of a survey of 1,151 deacons showed that deacons of The United Methodist Church are an older, educated, predominately female and Caucasian order (Fugate). This initial research also found that the salaries of deacons are comparable to other Protestant clergy. Fugate (2008) found that male deacons appeared to be compensated better than female deacons and deacons who were full-time in the local church had higher salaries in the Western Jurisdiction. Her report also found that deacons in general feel valued and satisfied in their jobs, despite also feeling that the order is misunderstood.

This report expands on those findings in order to better understand deacon compensation, including salary, and have greater understanding of deacon job satisfaction. This report accounts for the variety of benefits deacons receive as compensation through a “benefits composite score.” By accounting for benefits, this report shows that housing allowances account for, on average, \$1,000 of deacon salary.

Moreover, this report controls for the variables of age, sex, race, level of education, and jurisdiction of appointment in order to better understand deacon compensation. It was found that the youngest and oldest deacons are not compensated as well as their middle-age peers. Also, higher education positively affects compensation. Moreover, this report supports the notion that male deacons are compensated better than female deacons; even when other factors were controlled, male deacons were usually twice as likely to have the highest salaries and benefits composite scores. One surprising exception was that African-American male deacons received the lowest salaries and fewest benefits. As far as jurisdiction affects compensation, this analysis shows new information about the Western jurisdiction’s compensation. The fact that more than half of the deacons in the Western Jurisdiction are appointed part-time dropped the overall median salary of the Western Jurisdiction far behind the other jurisdictions. Moreover, the Southeastern and South Central Jurisdictions compensate the best. Because the results of this report suggested that these various factors are important salary determinants, a predictive salary model was developed. It accounted for 67% of the variance of deacon salary.

Job satisfaction of deacons was expanded in order to account for interactions between the multitude of measurements in the original survey. The 37 variables of the survey were condensed to seven factors of job satisfaction: job satisfaction and job autonomy, professional development resource satisfaction, perceived acceptance and misunderstanding of the deacon order and role, life and ordained deacon order interpersonal relationship satisfaction, satisfaction with non-ordained deacon order relationships, support satisfaction, and financial support satisfaction during candidacy. In agreement with Fugate’s (2008) initial findings, deacons are generally satisfied with these various factors. Professional development resource satisfaction and satisfaction with non-ordained deacon order relationships could be improved. Moreover, resource and non-ordained relationship satisfaction increased with age. Fugate’s initial report offered the idea that “deacons generally enjoy what they do, but they know that others do not know precisely what it is that deacons are doing” (2008, p.26); this was supported by the factor “perceived acceptance and misunderstanding of the deacon order and role.” It was also found that most deacons were dissatisfied with the financial support that was offered during candidacy. However, racial minorities are more satisfied with this support than are Caucasian deacons. Most importantly, these seven factors of job satisfaction correlate significantly with salary and the benefits composite score.

INTRODUCTION AND BACKGROUND

In 2007, a survey was sent to all deacons, diaconal ministers, and persons in specialized ministry in The United Methodist Church. In 2008, an initial report of the data collected was published examining who the deacons of The United Methodist Church were, where they served, and what their compensation packages were (Fugate, p. 2). In that paper, Fugate (2008) reported that deacons tend to be older, although a greater percentage of younger deacons (under age 35) are entering the order than are younger elders. Moreover, the deacon order is predominantly Caucasian and female (p. 28-31). Fugate's (2008) initial research also found that United Methodist deacon salaries are comparable to other Protestant clergy (p. 30). However, male salaries tend to be higher than female salaries and salaries in the Western jurisdiction are greater than any other (Fugate, 2008, p. 28-31). Moreover, those with positions in the local church tend to have lower salaries than those appointed beyond the local church (Fugate, 2008, p. 28). Lastly, Fugate's 2008 research found that deacons overall feel valued and satisfied in their jobs despite a perception that the order is misunderstood (p. 29).

The purpose of this report is to expand the findings of the 2008 research. Two general questions that this report addresses are:

- 1) Where are differences in deacon compensation packages? Specifically, how does controlling for the variables of age, sex, race, level of education, and jurisdiction of appointment help to understand deacon compensation?
- 2) Does compensation affect work/life satisfaction? Moreover, how do the variables of age, sex, race, level of education, and jurisdiction of appointment interact with work/life satisfaction?

SECONDARY DATA ANALYSIS

The same 2007 survey responses used for Fugate's 2008 research were used in this study. The original survey received a 49% response rate (1,521). This report is based on the 1,108 deacon respondents. Analysis of salary and a benefits composite score is based on 913 deacons who provided salary information (roughly half of these deacons also answered all questions regarding sex, education, race, employment status, and jurisdiction).

The results of this analysis are limited in several ways. As with any research based on a survey, results are limited to only those who responded, and the results depend entirely on the truthfulness of respondents and their understandings of the survey questions. Several of the limitations Fugate noted in the original study still apply here (2008, p.36-37). For instance, there is still no way to account for discrepancy in pay for deacons serving beyond the local church, and there is no way to account for the total (often conflicting) number of paid positions for some deacons. Moreover, this study relies heavily on the reported number of hours worked per week in determining whether a deacon served full-time or part-time. A severe limitation is deacons who may have been employed part-time and reported working more than part-time hours. Thus, the salary associated with what appears to be a full-time position, is in fact part-time.

Basic Characteristics of Deacons

The majority of respondents were age 50 to 64, and were female (Table 1). Concurring with Fugate's (2008) report, deacons are an educated order (p. 12), with almost all having higher education of some sort. The majority (73%) have a master's degree. Moreover, the majority of deacons are white. As expected most deacons reported that their job was in the local church (47%) and 25% of deacons say their job is beyond the local church. Of those in the local church, most are the minister of education. For deacons beyond the local church, the greatest numbers

are teachers. In addition, the greatest numbers of deacons were from the Southeastern jurisdiction.

Table 1: Basic Characteristics of Deacons

Characteristic	Percentage of Deacons (N)
Age	
18 to 29	6% (64)
30 to 39	11% (125)
40 to 49	21% (229)
50 to 64	50% (553)
65 to 74	4% (45)
75+	.2% (2)
Missing	8% (90)
Number of Years Ordained	
0 to 5	26% (154)
6 to 10	30% (179)
11 to 15	43% (256)
16 to 20	1% (8)
21 to 25	.5% (3)
31 to 35	.3% (2)
Sex	
Female	76% (783)
Male	24% (248)
Race	
Asian	.7% (8)
Black	4% (48)
White	85% (946)
Other Racial Minorities (Grouped)	2% (21)
Missing	8% (85)
Education Level	
Some College	1% (10)
Bachelors Degree	19% (197)
Masters Degree	74% (771)
Doctoral Degree	7% (68)
Jurisdiction	
Western	11% (25)
Northeastern	14% (33)
North Central	15% (35)
Southeastern	37% (85)
South Central	23% (53)

Most deacons, regardless of age, have master’s degrees. Those with some college as their highest level of education are more likely to be women and age 50 and older. Men are

twice as likely to have a doctoral degree. Overall, the percentage of those with doctoral degrees increases with age except that no deacons age 75 and older reported having a doctorate.

With regard to race, a greater percentage of African-American deacons are women and more Hispanic deacons are men. Asian deacons tend to be younger than the average deacon, with most between ages 40 and 49. All Native American deacons in the survey had a master's or doctoral degree, and 88% of Asian deacons have a master's or doctoral degree.

Just over one-half of deacons are in full-time appointments (reported working 37 or more hours per week at their primary appointment). Men are more likely than women to be in these full-time positions and those over age 65 are more likely to be part-time (report working 36 or fewer hours per week at their primary appointment). As a deacon's level of education increases they are more likely to be working full-time, with 73% of those with a doctoral degree working full-time and only 40% of those with some college working full-time. In general race has no effect, except that Caucasian clergy are more likely to be full-time than part-time.

With regard to jurisdiction of appointment, younger deacons (ages 18 to 39) are more likely to be in the southern jurisdictions. The oldest deacons (age 75 and older) are more likely appointed in the eastern jurisdictions, and the Southeastern jurisdiction has the greatest number of deacons with some college as their level of highest education. Moreover, African-American deacons are more commonly appointed in the South Central jurisdiction, and no racial minority deacons responded from the Western jurisdiction. Southern jurisdictions had the fewest deacons serving part-time.

Methodology

In Fugate's (2008) initial report she found the median salary for deacons was \$40,000 (p.19). However, for many deacons their reported salary included a housing stipend. In order to

account for how much housing stipends impact deacon salaries, and to try and find a base deacon salary, salary was adjusted depending on a deacon's listed housing allowance. If a person indicated that the housing allowance was included in the salary, it was removed from the salary. This method was assumed because most individuals indicated their housing allowance as part of their salary.¹

In Fugate's (2008) initial report she also found that 84% of deacons in the local church and 64% beyond the local church received some sort of retirement plan (p. 24), and that more deacons beyond the local church received a health insurance or disability insurance plan than those in the local church (Fugate, 2008, p. 28). In this report, researchers wanted to somehow account for the various benefits deacons received and try to apply them to their salaries. In order to do this, a benefits composite score was developed that included the salary, coded as points, with added points for each benefit that was received (Table 2). For example, a person with a salary of \$23,000 was coded as salary range 2 and received 2 points toward their composite score. However, this person could receive additional points for each benefit they received.² So, if a deacon with a salary of \$23,000 also received a pension and a housing allowance they would have a composite score of 4 (2 points for salary and 1 point for each benefit). Overall, respondents could have a composite score ranging from 0 to 13.

¹ Including housing allowance as part of salary should not be surprising given the clergy housing allowance income tax clarification.

² The various benefits individuals received were: health insurance plan, disability insurance plan, continuing education tuition, reimbursement account (travel expenses), vacation time, sick/medical time, parsonage, and housing allowance. Regarding vacation and sick days, a separate question in the survey asked respondents how many vacation and sick days they were awarded per year. The responses were not clear as to whether these days were paid time off for many individuals. Thus, if an individual gave a certain amount of days, rather than a response of "as needed," they were given a full point. If a person responded "as needed" and did not check in the previous survey question that they received sick/medical time or vacation time they were given half a point.

Table 2: Number of Benefit Composite Score Points Allotted for Deacon Salary

Salary Range	Benefit Composite Score Points Allotted
\$0	0
\$1 - \$24,99	1
\$25,000 - \$49,999	2
\$50,000 - \$74,999	3
\$75,000 - \$99,999	4
Greater than \$100,000	5

The questions answered in this report are:

- 1) What are the differences in deacon salaries and compensations?
 - a. How do the salaries and benefits composite scores of deacons vary by individual characteristics (age, sex, education) and the location of ministry?
 - b. How does salary and benefits composite score vary with regard to sex when other factors are controlled?
- 2) Does compensation affect work/life satisfaction?
 - a. How do salary and benefits affect job satisfaction?
 - b. How do other individual characteristics and location of ministry affect job satisfaction?

RESULTS

Salary and Benefits Composite Score

The various salary amounts were coded into six different categories for analysis (Table 3). The median salary was \$39,000. Although not much different from Fugate's (2008) report that the median salary was \$40,000 (p.19), this lower salary reveals that housing allowances play a role in the deacon's salary by making it on average \$1,000 lower.

Table 3: Percentage of Deacons in Each Salary Range Once Housing Allowance Was Accounted For

Salary Range	% of Deacons (N)
\$0	17.6% (195)
\$1 to \$24,999	19.2% (213)
\$25,000 to \$49,999	39.8% (441)
\$50,000 to \$74,999	18.1% (200)
\$75,000 to \$99,999	4.4% (49)
Greater than \$100,000	.9% (10)

Considering the additional benefits through a benefits composite score, the median composite score was a 6. The median range of scores was from 4 to 8, and 43% of scores were in this range. The range of scores is seen in Figure 1.

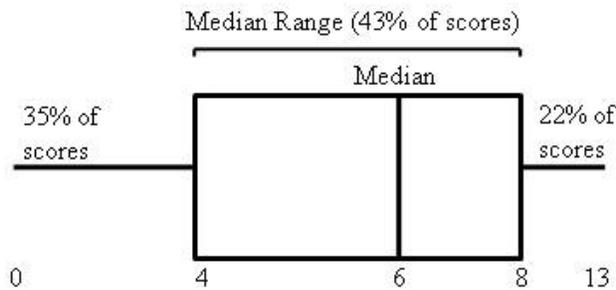


Figure 1: Plot of Benefit Composite Score Range and Percentage of Deacons

Overall, salary related to the benefits composite score as salary accounted for 26% of the benefits composite score, and correlated well ($r=.512, p<.000$). Thirty-six percent of deacons were in the lowest salary ranges (\$0 to \$24,999), and 35% were in the lowest composite score range (0 to 4). As expected, most of the benefits scores ranging from 4 to 8 also had a salary from \$25,000 to \$49,999. Thus, as one's salary increases their benefits composite score increases. All salary levels corresponded well with their expected benefits composite score range. Surprisingly, those with the highest salary (greater than \$100,000) were mostly in the

median benefits composite score range. This suggests that those receiving the highest salaries were most likely not receiving additional benefits.

Several demographics were of interest when looking at deacon salaries and composite scores. It was hypothesized that the youngest and oldest deacons would not be compensated as well as their peers, as inexperience (among the youngest deacons) and retirement (among the oldest deacons) would limit compensation. Moreover, it is expected that a higher level of education and a full-time position would yield higher compensation. In Fugate's initial analysis it was discovered that male deacons were paid higher salaries than female deacons and the Western Jurisdiction paid higher than any other jurisdiction. These are expectations for this analysis. This analysis also considers the race of a deacon to understand what role, if any, race plays in deacon compensation. Thus, it was desired to test whether the factors of age, sex, education level, race, part-time/full-time status, and jurisdiction of appointment had any impact on one's salary and composite score.

Table 5 shows the comparison between men and women in regard to median salary and benefits composite score. While the majority of men and women fall into the median salary and median composite score range, a greater percent of men are in this category (the greatest number of women had a benefits score of 8.5 and the greatest number of men had a benefits score of 9.5). However, what was of interest was the percentage of each sex above and below the median salary and median benefits composite score. Nearly 42% of men are above the median salary, while only 19% of women are. Similarly, 37% of men are above the median benefits composite score range, while only 18% of women are. In addition, when the factors of age, education level, jurisdiction, number of hours worked, and race are controlled for, men are still 18% more likely

than women to be above the median benefits composite score range. This suggests that male deacons are not only paid more than female deacons, but also receive more benefits.

As shown in Table 5, most age groups are within the median salary and benefits composite score ranges. Deacons age 50 to 64 have the greatest number above the median salary, while the oldest (age 65 and older) and youngest deacons have the greatest numbers below the median salary. These oldest deacons also have the greatest number of members below the median composite score range, with none above it. Those age 50 to 64 are more likely to have higher salaries and receive more benefits. The trend is the same when looking at the number of years one has been ordained. The largest reason for this, not surprisingly, is that the number of years one has been ordained significantly correlates with the age of a deacon (Table 4).

Table 4: Average Number of Years a Deacon is Ordained within Each Age Range

Age of Deacons	Average Number of Years Ordained
18 to 29	1.44 years
30 to 39	5 years
40 to 49	8.8 years
50 to 64	9.26 years
65 to 74	10.06 years
Over 75	12 years

When age, education level, part-time/full-time status, jurisdiction, race, and sex were controlled for, deacons age 18 to 49 had fewer people in the lowest salary range than expected, and deacons age 65 to 74 had significantly more members in lowest salary range than proportionate. This is not surprising given that most of these deacons are probably retired and some may be serving as a deacon in a volunteer role. All age groups had disproportionately more women than men in the lowest salary range, except those age 40 to 49 and 65+ where disproportionately more men were

found. In other words, those age 40 to 49 are compensated the best, and women age 50 to 64 and men age 65 and older are more likely to not be compensated as well.

Table 5: Deacon Salary and Composite Score According to Individual Characteristics

	Median Salary	Percentage within Median Composite Score (N)	% above median salary	% above Median Composite Score
Sex				
Female	\$32,000	47% (364)	19%	19%
Male	\$43,331	41% (101)	39%	36%
Age				
18 to 29	\$25,000	41% (26)	5%	9%
30 to 39	\$36,000	47% (59)	18%	24%
40 to 49	\$35,000	44% (100)	25%	25%
50 to 64	\$37,100	47% (256)	29%	24%
65 to 74	\$16,000	31% (14)	18%	22%
75+	\$13,750	100% (2)	0%	0%
Number of Years Ordained				
0 to 5	\$36,602	60% (92)	21%	17%
6 to 10	\$39,000	47% (82)	25%	31%
11 to 15	\$45,000	39% (100)	36%	44%
16 to 20	\$53,000	38% (3)	50%	38%
21 to 25	\$58,165	33% (1)	67%	67%
31 to 35	\$40,500	100% (2)	50%	0%
Education Level				
Some College	\$4,250	30% (3)	0%	10%
Bachelors Degree	\$28,500	41% (80)	20%	14%
Masters Degree	\$35,900	47% (361)	24%	25%
Doctoral Degree	\$45,000	40% (27)	41%	33^
Race				
Asian	\$45,000	38% (3)	15%	50%
Black	\$25,000	48% (23)	29%	6%
White	\$34,986	45% (427)	24%	23%
Jurisdiction				
Western	\$24,797	28% (7)	16%	24%
Northeastern	\$34,000	61% (20)	18%	6%
North Central	\$32,500	46% (16)	12%	20%
Southeastern	\$40,000	39% (33)	25%	31%
South Central	\$40,000	49% (26)	28%	28%

Table 5 also shows the comparison between highest education level achieved, median salary, and median benefits composite score. As expected, the higher one's educational level, the higher their salary and composite score. When controlled for age, jurisdiction, part-time/full-

time status, race, and sex, those with a master's degree had disproportionately more individuals in the lowest salary range compared to the overall percentage of deacons with this degree. Moreover, those with master's and doctoral degrees have disproportionate numbers in the lowest composite score range. However, those with a doctoral degree also have a disproportionate percentage in the highest salary and benefits composite score range. Women with doctorates are disproportionately in the highest salaries and composite scores, and women at all other education levels are disproportionately in the lowest composite score range. Sex appears to play a role in compensation despite level of education.

The comparison between race, median salary, and median benefits composite score is shown in Table 5. Eighty-five percent of deacons are Caucasian. All racial groups had the majority of deacons within the median salary range. Caucasian, African-American, and Hispanic deacons have the largest percentage of members within the median benefits composite score range. All deacons, except those who did not select a race, have more than half of the respondents at or above the median benefits composite score range. In other words, no race is significantly compensated worse than another. When controlled for age, education, jurisdiction, and sex, Caucasian deacons were disproportionately in the lowest salary and composite score range, which suggests that minority deacons may receive higher compensation. More women than men are in the lowest salary and benefits composite score range, except among African-American deacons. African-American males are most likely to have the lowest composite scores among African-Americans and out of all deacons. Conversely, Caucasian and Asian deacons have disproportionately more members in the highest composite score range, and African-American and Hispanic deacons have more deacons at the highest salary range. Caucasian deacons have disproportionately more men than women at the highest composite score and

highest salary range. Asian and African-American women deacons are more likely to be in the highest composite score range. When controlled for age, jurisdiction, level of education, and full-time/part-time status, race and gender appear to affect deacon salary and benefits composite scores. While African-American deacons likely receive at or above the median salary, a disproportionate number do not receive benefits. Moreover, those deacons are more likely African-American males.

Those in and beyond the local church had the greatest number of deacons within the median salary range. Most deacons appointed in the local church and beyond the local church had a benefits score of 9. Almost 55% of in the local church deacons were within the median range and 30% were above it. Almost 50% of beyond the local church deacons were within the median range and 27% were above it. This suggests there are a greater number deacons serving beyond the local church who are receiving compensation below the median benefits composite score.

As expected, those working part-time have, on average, lower salaries, which was already explained in Fugate's (2008) initial research (p. 19). Moreover, the greatest number of part-time deacons had a composite score of 1, with only 47% within the median range and 5% above that range. On the other hand, the greatest number of deacons who were full-time had a benefits score of 9.5, with 55% of full-time deacons within the median range, and 38% above it. In other words, as expected, full-time deacons are compensated more than those working part-time. With regard to sex, a greater percentage of women than men are employed part-time; however, most men and women are employed in a full-time position.

All jurisdictions, except the Western, had the greatest number of deacons respond that they were within the median salary range (\$25,000 to \$49,999). Unlike the other jurisdictions, in

the Western Jurisdiction the greatest numbers of deacons were in the salary range from \$1 to \$24,999 (the median salary in the Western Jurisdiction was \$24,797). The percentage of each jurisdiction that was above the median salary was as follows: North Central 12%, Northeastern 18%, Western 16%, South Central 28%, and Southeastern 25%. With regard to benefits composite scores, 66% of deacons in the North Central Jurisdiction and 67% of deacons in the Northeastern Jurisdiction were within or above the median composite score range. In the South Central Jurisdiction 77% of deacons were within or above the median score range, and 70% of deacons in the Southeastern Jurisdiction were within or above the median score range. Moreover, the Southeastern Jurisdiction had the highest percentage of deacons above the median benefits score range. However, in the Western jurisdiction 52% of deacons were within or above the median benefits score range. Thus, the southern jurisdictions not only compensate deacons with a greater salary, but with more benefits. When controlled for age, education level, race, part-time/full-time status, and sex, similar results were found about the jurisdictions; in other words, the Southern jurisdictions compensate deacons the best and the Western Jurisdiction tends to compensate the worst. With regard to sex, all jurisdictions, except the North Central, had fewer women in the highest salary ranges, and more women at the lowest salaries and composite scores.

The results regarding the Western Jurisdiction are somewhat surprising given Fugate's original findings showing that the Western Jurisdiction provided a median salary for full-time deacons in the local church that was \$4,000 greater than any other jurisdiction. However, once the salaries of all deacons for the jurisdictions, full-time and part-time, and regardless of work in or beyond the local church, is considered, the median salary for deacons in the Western Jurisdiction falls to \$24,797, the lowest of all jurisdictions (Table 6). The Southeastern

Jurisdiction on the other hand had a median salary of \$42,000 for full-time deacons and a median salary of \$40,000 for all deacons, regardless of whether a deacon was full-time or part-time.

Table 6: Deacon Part-Time & Full-Time Salaries by Jurisdiction

Jurisdiction	Part-Time Median Salary (% Part-Time)	Full-Time Median Salary (% Full-Time)	Overall Median Salary
South Central	\$25,000 (22%)	\$41,282 (78%)	\$40,000
Southeastern	\$18,040 (19%)	\$42,000 (81%)	\$40,000
North Central	\$18,300 (33%)	\$39,500 (67%)	\$32,500
Northeastern	\$17,000 (43%)	\$44,000 (57%)	\$34,000
Western	\$10,600 (58%)	\$37,796 (42%)	\$24,797

Salary Regression Model

Thus far the variables addressed in this report³ have been shown to affect deacon salary. Because of this, correlational stepwise regression analyses (see Table 7) was performed on these variables to identify the relationship between deacon salary and the variables of number of benefits, age, sex, race, jurisdiction, education, part-time/full-time status, position in or beyond the local church, common positions of deacons in and beyond the local church, and number of years ordained.⁴ As expected, salary was significantly determined by the number of benefits one receives, position of appointment, and race (Table 8).

³ Number of benefits received, number of years ordained, age, sex, race, jurisdiction of appointment, highest level of education, part-time or full-time status, position in or beyond the local church, and the positions of minister of education, associate pastor, minister of music, staff in annual conference, chaplain, and teacher.

⁴ See Appendix A for a complete summary of the regression model.

Table 7: Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	Df1	Df2	Sig. F Change	
1	.424 ^a	.180	.151	17,496	.180	6.150	1	28	.019	
2	.703 ^b	.494	.456	14,002	.313	16.713	1	27	.000	
3	.819 ^c	.671	.633	11,504	.177	14.000	1	26	.001	1.568

- a. Predictors: (Constant), number of benefits
- b. Predictors: (Constant), number of benefits, Caucasian,
- c. Predictors: (Constant), number of benefits, Caucasian, Teacher
- d. Dependent Variable: Sum of salaries without housing allowance

The combination of variables that best predicted deacon salary was a three-variable model containing the number of benefits a deacon receives, whether a deacon was Caucasian, and whether a deacon was a teacher ($R^2 = .671$, $F(1, 26) = 14.0$, $p=.001$) (see Table 7). The overall variance accounted for (R^2) was not significantly increased by any of the other variables.⁵ Surprisingly, being appointed in or beyond the local church and part-time or full-time status did not significantly contribute to the model. These correlational findings suggest that the number of benefits a deacon receives, whether a deacon is Caucasian, and what position one holds lead to increased or decreased salary.

Table 8: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
3 (Constant)	54,458	9,419		5.782	.000
Benefits	4,331	914	.552	4.737	.000
Caucasian	-35,461	8,598	-.474	-4.124	.000
Teacher	20,764	5,549	.445	3.742	.001

- a. Dependent Variable: Sum of salaries without housing allowance

⁵ The variables that were not found significant to the model were Age 40 to 49, Age 75 and older, Female, Asian, African-American, Southeastern Jurisdiction, Masters Degree is highest earned, Some college is highest earned, working part-time, and position as minister of education, associate pastor, or minister of music.

Job Satisfaction

In Fugate’s (2008) research she found that deacons are generally satisfied with their work, feel valued most of the time, and believe the order is accepted (p. 26-27). Moreover, she found that deacons believe the order is misunderstood (Fugate, 2008, p. 26). She offers the analysis that “...deacons generally enjoy what they do, but they know that others do not know precisely what it is that deacons are doing” (Fugate, 2008, p. 26). In this section I show that these findings hold true as well as offer a new index for viewing deacon job satisfaction. In order to determine the interactions among the variables, a factor analysis, using principal components extraction and varimax rotation, was performed on the data on 37 questions dealing with various levels of deacon satisfaction.⁶ Seven factors were found that accounted for deacon satisfaction. These factors are similar to the indices developed for the original survey and analysis. The composition of the new factors and how they relate to the previous indices, as well as the average deacon response for each factor, is seen in Table 9.

Table 9: Names of 7 Factors Extracted and Their Relation to the Original Index

<u>Original Indices</u>	Factor Name [†]	Average Deacon Response
Job Satisfaction Job Autonomy	1. Job Satisfaction & Job Autonomy	Satisfied/Agree
Professional Development	2. Professional Development Resource Satisfaction	Neutral
Acceptance	3. Perceived Acceptance & Misunderstanding of Deacon Order and Role	Once in a While Accepted / Fairly Often misunderstood
Interpersonal Relationships	4. Life & Ordained Deacon Order Interpersonal Relationship Satisfaction	Satisfied
	5. Satisfaction with Non-Ordained Deacon Order Relationships	Dissatisfied / Neutral
Support	6. Support Satisfaction	Neutral / Satisfied
	7. Financial Support Satisfaction During Candidacy	Dissatisfied

[†]For a list of the questions included in each factor see Appendix.

⁶ See Appendix B for details of the Factor Analysis.

As seen, the original indices of ‘job satisfaction’ and ‘job autonomy’ were combined in this model to form one factor. This supports the notion that autonomy and satisfaction go hand in hand. ‘Interpersonal relationships’ was divided into two factors. This split suggests there is a difference in satisfaction in relationships, and perhaps perception, of the ordained deacon order versus the role and relationships of the lay led part of the deacon order. As can be seen, there is a varying degree of satisfaction when ordained and non-ordained relationships are considered. Lastly, ‘support’ was separated into financial support and general support. This suggests that financial support offers a different type of support than the relationships with GBHEM, one’s annual conference, and mentors.

The averages for each factor were computed to determine how the majority of respondents felt about each of the factors. These averages generally support Fugate’s (2008) original findings. Most deacons agree that they have job satisfaction and job autonomy. Deacons fairly often perceived that the deacon order was misunderstood, and once in a while feel the order is accepted. Deacons on average were neutral with their satisfaction with professional development resources, meaning that the amount of resources offered to deacons could be improved in some way. Deacons were satisfied with ordained-deacon order relationships and the support available. Deacons were dissatisfied with the financial support during candidacy and with non-ordained-deacon order relationships.

Several factors were found to correlate highly with each other. Factor 1, job satisfaction and job autonomy, correlated high with Factor 2, professional development resource satisfaction ($r=.517, p<.000$) and Factor 4, life and ordained-deacon order interpersonal relationship satisfaction ($r=.583, p<.000$). Factor 4 also correlated high with Factor 2 ($r=.596, p<.000$) and Factor 6, support satisfaction ($r=.547, p<.000$). In other words, an increase in satisfaction with

life and ordained-deacon order relationships was positively associated with increases in job satisfaction and job autonomy, satisfaction with professional development resources, and satisfaction with support. Moreover, greater satisfaction with resources was associated with greater satisfaction with job and increased job autonomy. These factors were also used to determine their relationship to deacon’s salaries and benefits composite scores. All factors correlated well with deacon’s benefits composite score (Table 10), and Factor 1 job satisfaction and job autonomy correlated the best ($r=.447$, $p<.000$). Moreover, these factors were compared to the various demographics to see if there was any relation.

Table 10: Correlation between Factors and Salary and Composite Score[†]

Factor	Correlation with Salary	Correlation with Composite Score
Job Satisfaction & Job Autonomy	.383	.447
Professional Development Resource Satisfaction	.226	.360
Perceived Acceptance & Misunderstanding of the Deacon Order and Role	.205	.302
Life & Ordained Deacon Order Interpersonal Relationship Satisfaction	.243	.264
Satisfaction with Non-Ordained Deacon Order Relationships	.107	.184
Support Satisfaction	.128	.108
Financial Support Satisfaction During Candidacy	.086	.088

[†] Correlation is significant at the .01 level (2-tailed).

Factor 1: Job Satisfaction & Job Autonomy

Except for deacons with a salary of \$0 who receive no additional benefits, all amounts of compensation had job satisfaction and job autonomy. Deacons with salaries of \$0, who also received no benefits, strongly disagreed to having job satisfaction and job autonomy. Thus, as long as deacons are compensated in some way they have job satisfaction and agree to being autonomous in their work. Age, sex, education level, and race have no impact on job satisfaction, although deacons with some college education more often reported to strongly disagree with having job satisfaction and job autonomy. Moreover, jurisdiction, part-time/full-

time status, and those in and beyond the local church are satisfied with their jobs and agree to having job autonomy. The only deacons who reported they were very dissatisfied with their jobs and to not have autonomy were those with no current appointment and those on leave.

Factor 2: Professional Development Resource Satisfaction

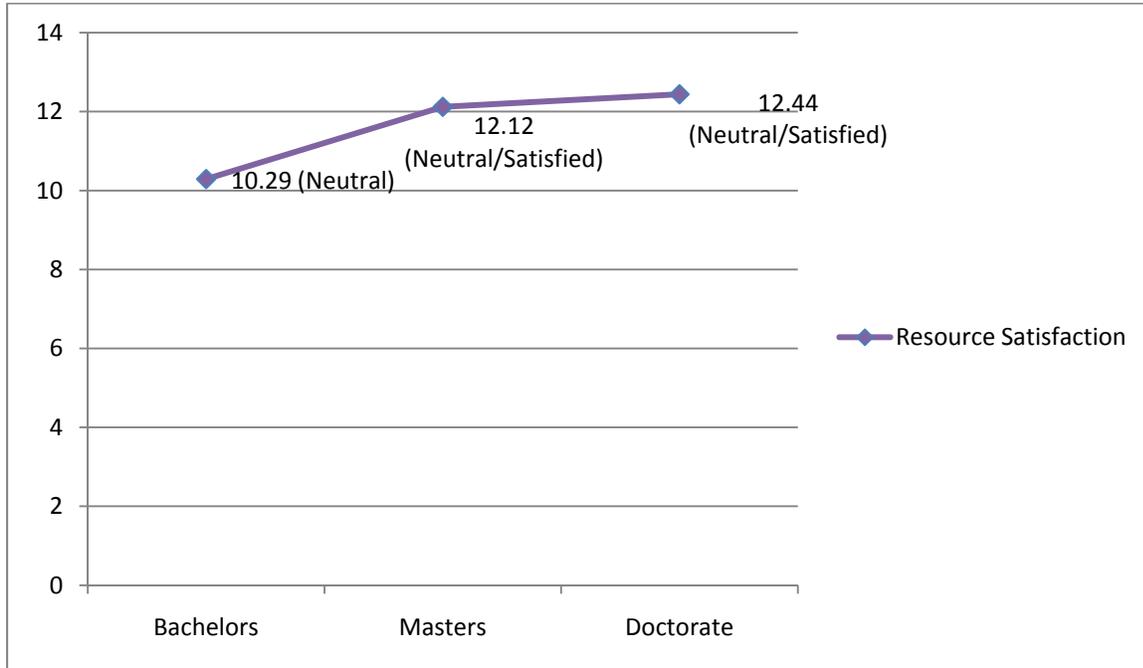
At each salary level, except the lowest, the greatest number of deacons rated being neutral in satisfaction with the resources available to them. Those with a salary of \$0 are very dissatisfied with the number of resources available to them. The same trend is true with benefits composite scores. Thus, resource satisfaction increases with compensation. Moreover, those happiest with the resources available are ages 50-74, with those age 18 to 39 slightly less satisfied. Both men and women are 'satisfied' with resources, with slightly more men 'very satisfied' than are women. Resource satisfaction increases with the level of education one has; those with a master's degree are satisfied and deacons with a doctorate degree are very satisfied with the resources available. Those with some college are neutral in satisfaction and deacons with bachelor's degrees hover between neutral and satisfied. Asian, African-American, and Hispanic deacons are neutral in their satisfaction with the resources available, while Native American, Caucasian, and other races were 'satisfied' with the resources available. Part-time/full-time status and appointment in or beyond the local church have no effect on resource satisfaction. Deacons who were on leave or who had no current appointment were very dissatisfied with resources. There were six annual conferences where the greatest number of deacons were very satisfied with resources⁷ and there were four annual conferences where the greatest number of deacons were very dissatisfied with resources.⁸ In all jurisdictions, except the South Central, the greatest number of deacons reported they are satisfied with the resources

⁷ Kentucky, Oregon-Idaho, Rocky Mountain, South Carolina, Southwest Texas, and Texas.

⁸ Central Pennsylvania, East Ohio, New York, and Pacific Northwest.

available. The greatest number of deacons in the South Central jurisdiction reported neutral satisfaction with resources.

Table 11: Average Resource Satisfaction by Highest Level of Education

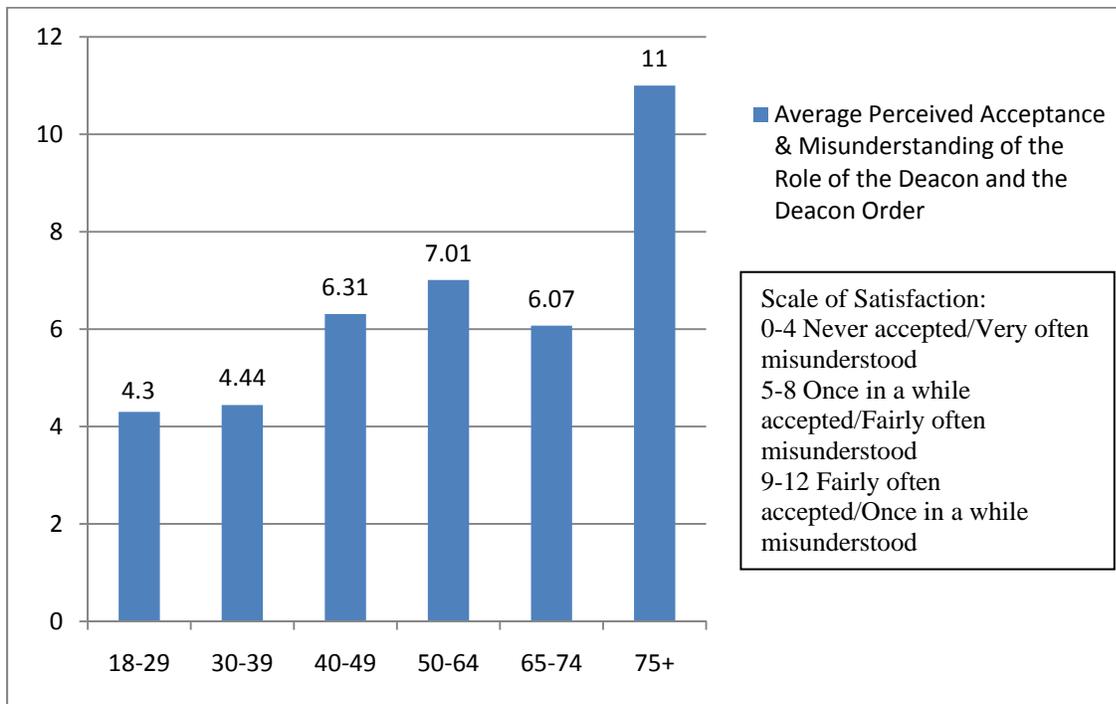


Factor 3: Perceived Acceptance & Misunderstanding of the Role of the Deacon and the Deacon Order

The greatest number of deacons at each salary level feel that the role of the deacon and the deacon order is misunderstood fairly often and accepted once in a while. Those receiving the most compensation report to fairly often feeling the deacon role and order was misunderstood, and once in a while feeling the order was accepted. Deacons age 65 and older have the best perceived acceptance and understanding of the deacon order, feeling it is once in a while misunderstood and fairly often accepted. All other ages never perceive acceptance and very often perceive that it is misunderstood. However, positive perception appears to increase with age. Moreover, sex, education level, part-time/full-time status, current appointment (in or beyond the local church, etc.), and jurisdiction of appointment have no effect on perceived

acceptance and misunderstanding of the order. In addition, all races generally feel that the order is accepted once in a while and misunderstood fairly often. Asian deacons on average once in a while perceive the order as misunderstood and fairly often feel the order is accepted, whereas nearly half of African American, Hispanic, and Caucasian deacons tend to perceive that the order is misunderstood and undervalued fairly often to very often, and accepted never to once in a while. Only in the Peninsula-Delaware conference did the largest number of deacons say they felt the order was very often accepted and never misunderstood. In seven annual conferences the greatest number of deacons reported that the order was once in a while misunderstood and fairly often accepted.⁹

Table 12: Average Perceived Acceptance & Misunderstanding of the Role of the Deacon and the Deacon Order by Age



Factor 4: Life & Ordained Deacon Order Interpersonal Relationship Satisfaction

Most deacons are satisfied or very satisfied with their life and the ordained deacon order relationships; this satisfaction occurs for all salaries and composite scores. The only exception

⁹ New England, New Mexico, North Indiana, Rocky Mountain, Texas, Virginia, and Wyoming.

was those with a benefits composite score of 0 were torn between being very dissatisfied and very satisfied with life and deacon order relationships.

All age groups were very satisfied with life and these relationships, and in general this satisfaction increases with age. In addition, more men were very satisfied with life and these relationships than women, although both sexes were very satisfied. All levels of education were very satisfied with life and deacon order relationships, and those with some college were the most satisfied. Race has no impact on relationship satisfaction.

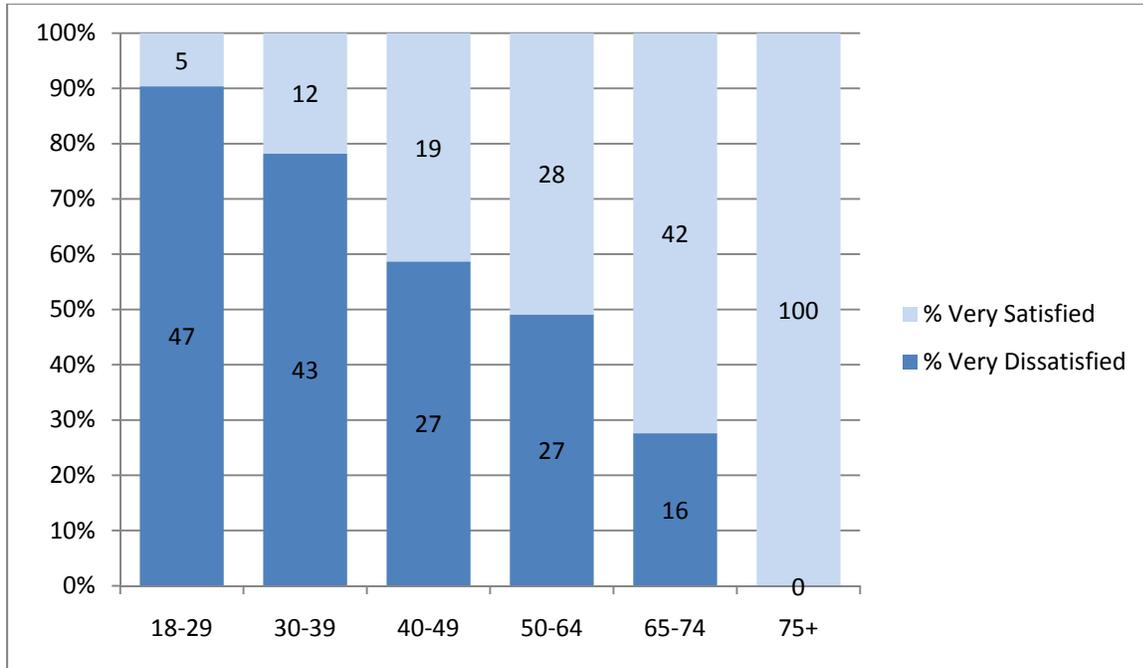
Part-time and full-time deacons reported to be very satisfied with life and relationships. Most deacon appointments were very satisfied with life and relationships. Those on leave were only satisfied. Annual conference did not play a role in satisfaction, and in no annual conference did the greatest number of deacons report that they were very dissatisfied with life and the relationships of the deacon order. In all jurisdictions the greatest number of deacons were very satisfied with relationships.

Factor 5: Satisfaction with Non-Ordained Deacon Order Relationships

Satisfaction with non-ordained deacon order relationships was widespread across all salaries. Those with a salary from \$50,000 to \$74,999 were the most satisfied, being neutral in satisfaction. In general, as deacon's benefits composite score increased so did their satisfaction with non-ordained deacon order relationships. Those deacons above the median composite score were satisfied with these relationships. Satisfaction with other deacon order relationships increased with age, with those age 18 to 29 very dissatisfied and those age 65 and older very satisfied. Both men and women reported most often to being very dissatisfied with other deacon order relationships. All education levels also reported low satisfaction with these relationships. All racial minorities, except Asian deacons, reported being at least neutral in satisfaction with

other deacon order relationships. African American deacons were most often very satisfied with these relationships.

Table 13: Percentage of Each Age Group that is Very Dissatisfied and Very Satisfied with Other Deacon Order Relationships



Both part-time and full-time deacons were very dissatisfied with non-ordained deacon order relationships. All appointments, except those in the local church, were very dissatisfied with these relationships. Deacons in the local church were most often very satisfied with the relationships. This is interesting and may suggest misunderstanding and lack of acceptance of non-ordained deacon position beyond the local church. The greatest number of deacons were very dissatisfied in seven annual conferences,¹⁰ and very satisfied in nine.¹¹ In all jurisdictions, except the Southeastern, the greatest number of deacons reported they were very dissatisfied with these relationships. In the Southeastern Jurisdiction, deacons were equally split on satisfaction

¹⁰ Baltimore-Washington, California-Nevada, East Ohio, Florida, Oklahoma, West Virginia, and Western North Carolina.

¹¹ Greater New Jersey, New York, North Carolina, North Indiana, Northwest Texas, Peninsula-Delaware, Texas, Virginia, and West Ohio.

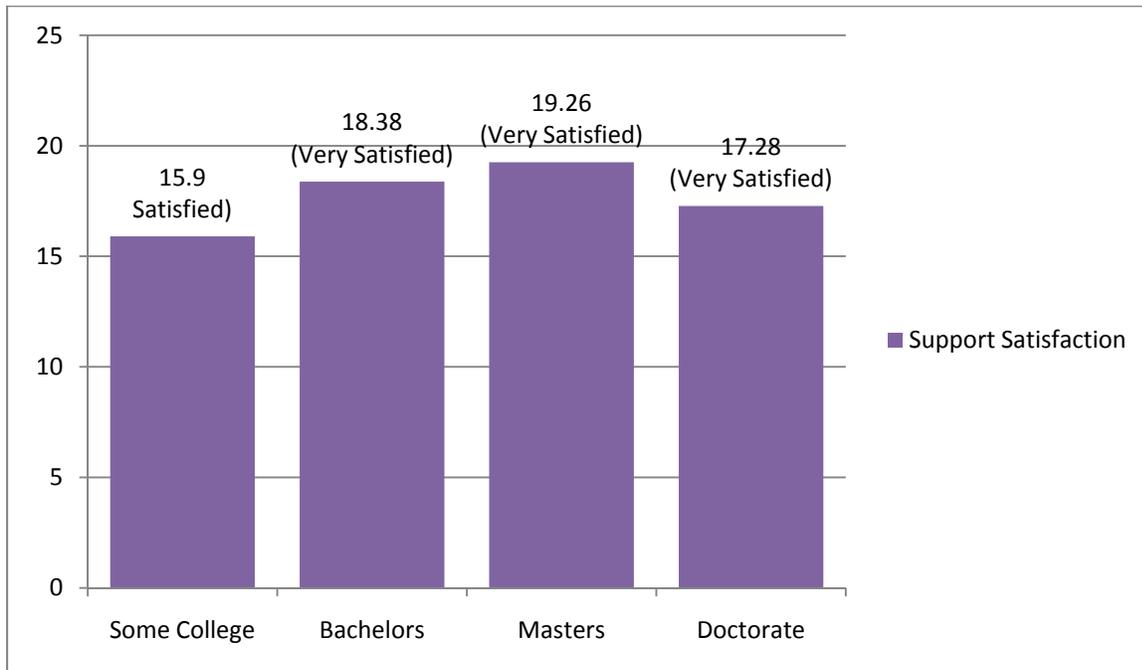
and were therefore on average neutral in satisfaction towards non-ordained deacon order relationships.

Factor 6: Support Satisfaction

All salary levels and composite scores, except deacons receiving no salary reported being satisfied or very satisfied with support available. Those making \$0 were very dissatisfied with the support available. All ages were at least satisfied with support, and in general, feelings of satisfaction increased with age. Moreover, satisfaction with support increased with one's level of education, with those with doctoral degrees being very satisfied. Sex, part-time/full-time status, appointment in or beyond the local church, and race had no effect on resource satisfaction. Those in the North Central Jurisdiction were neutral in satisfaction with support while those in the eastern jurisdictions are most often very satisfied. In 11 annual conferences the greatest number of deacons said they were very satisfied with support,¹² and in the Pacific Northwest annual conference the greatest number of deacons said they were very dissatisfied with support.

¹² Baltimore-Washington, Eastern Pennsylvania, Kentucky, Louisiana, North Indiana, North Texas, Peninsula-Delaware, Rocky Mountain, Southwest Texas, West Ohio, and West Virginia.

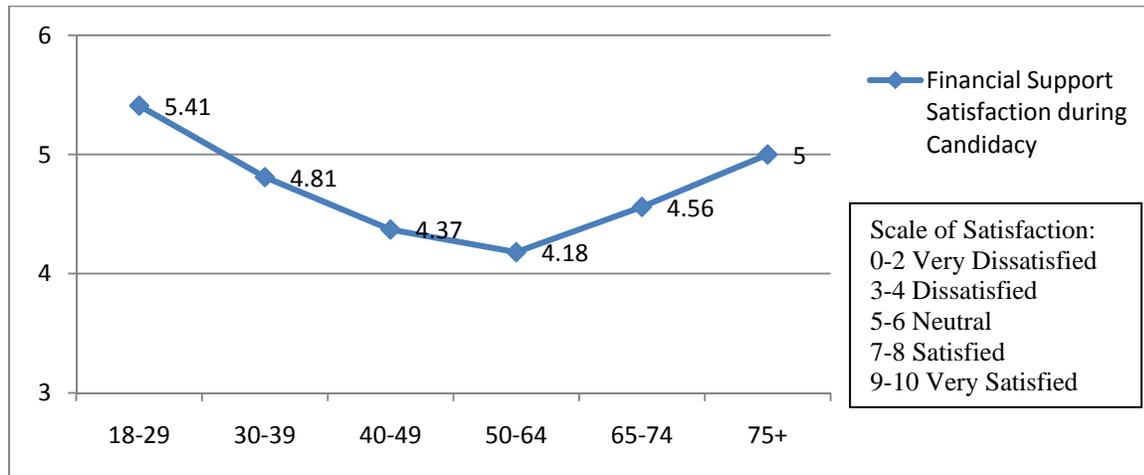
Table 14: Average Support Satisfaction by Highest Level of Education



Factor 7: Financial Support Satisfaction during Candidacy

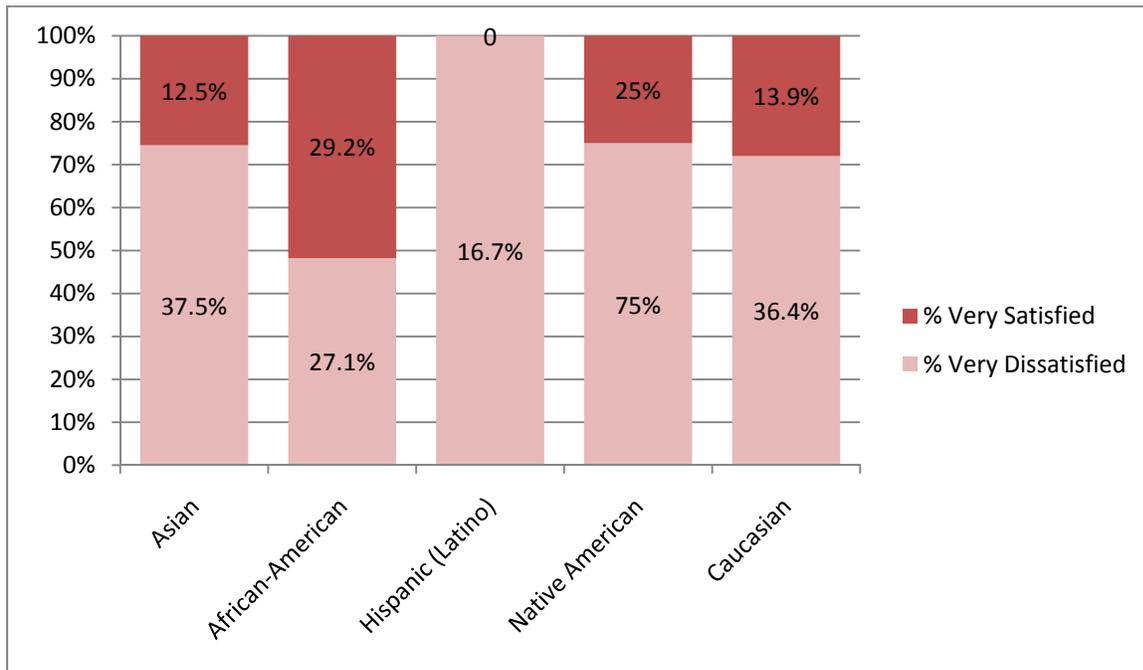
All salary groups and benefits composite scores, except those making the highest salary, had the greatest number of respondents select that they were very dissatisfied with the financial support that was available during candidacy. Those making the highest salaries (greater than \$100,000) varied in satisfaction, but generally were satisfied with financial support during candidacy. Satisfaction with financial support during candidacy varies with age. Deacons age 18 to 29 showed no unified satisfaction to the financial support offered. Those age 30 to 49 reported being neutral in their feelings of satisfaction, and those age 50 and older reported being very dissatisfied with the financial support offered during candidacy. As deacons get older, their satisfaction with financial support during candidacy decreases and then increases once deacons reach retirement age.

Table 15: Average Satisfaction with Financial Support during Candidacy by Age



Regardless of sex, education level, part-time/full-time status, current appointment, annual conference, and jurisdiction, deacons in general reported being very dissatisfied with financial support during candidacy. Racial minorities, however, are more satisfied with the support that was available. Asian and Hispanic deacons reported neutral satisfaction with the financial support more often than dissatisfaction. African American deacons reported being very satisfied with the financial support during candidacy, and Native American and Caucasian deacons reported being very dissatisfied with financial support offered. Perhaps deacons who are racial minorities have lower expectations for financial support and Caucasian deacons have higher expectations for financial support. Or, perhaps racial minorities receive more financial support. There is no answer in this data as to why racial minorities are more satisfied with the financial support offered during candidacy.

Table 16: Percentage of Each Race that is ‘Very Dissatisfied’ and ‘Very Satisfied’ with the Financial Support Offered During Candidacy



SUMMARY & DISCUSSION

This research overall has agreed with much of Fugate’s (2008) initial research. Deacons are very much an educated order, and in particular Hispanic/Latino and Asian deacons are the most educated of deacons. Education appears to indeed be a factor in the compensation of deacons. Those with higher levels of education are more likely to be in full-time positions, and in turn receive higher salaries and more benefits. The fact that full-time status increases compensation also serves to explain why the Western Jurisdiction compensates deacons the worst. Although Fugate (2008) found that the Western Jurisdiction had the highest median salary for full-time deacons in the local church, this study has shown that because of the large amount of part-time deacons in the jurisdiction, it has the lowest median salary of all jurisdictions. Even when the various factors of education and full-time/part-time status were controlled for men still had greater salaries and benefits composite scores than did women. Two exceptions are that women with doctoral degrees receive higher compensation than men with the

same education and African-American males received the lowest salaries and the least amount of benefits of all deacons. Why this is the case is unclear. Perhaps an undiscovered factor would explain this discrepancy.

This study suggested that the various individual characteristics and locations of ministry affected the salary deacon's receive. A regression model was developed which showed that the number of benefits one receives and whether one is a teacher contributes positively to salary. Interestingly, sex, full-time/part-time status, and position within or beyond the local church were not significant factors in this model. The model developed explained 67% of the variance in salary which suggests that undiscovered factors may explain more of the model. For instance, other research suggests that the size of the congregation one serves affects compensation. This factor was not considered in this study, and may increase the predictive power of this regression model. This factor might also account for discrepancies in compensation between male and female deacons, and compensation in the Western Jurisdiction.

This study also offered a new model in which to look at job satisfaction among deacons. From the 37 variables on job satisfaction that were collected in the survey, seven new factors were developed according to the correlations among those variables. The seven factors were: job satisfaction and job autonomy, professional development resource satisfaction, perceived acceptance and misunderstanding of the deacon order and role, support satisfaction, life and ordained deacon order interpersonal relationship satisfaction, satisfaction with financial support during candidacy, and satisfaction with non-ordained deacon order interpersonal relationships. In agreement with Fugate's (2008) initial findings deacons are generally satisfied with these various factors. Resource satisfaction and satisfaction with non-ordained relationships could be improved. Moreover, resource and non-ordained relationship satisfaction increased with age.

Fugate's initial report offered the idea that "deacons generally enjoy what they do, but they know that others do not know precisely what it is that deacons are doing" (2008, p.26). The factor "perceived acceptance and misunderstanding of the deacon order and role" lends support to her conclusion by showing that deacons 'fairly often' perceive they are misunderstood and 'once in a while' perceive they are accepted. It was also found that most deacons were dissatisfied with the financial support that was offered during candidacy. However, racial minorities, particularly African-Americans, are more satisfied with this support than are Caucasian deacons. This might not be surprising given the commitment minority scholarships provide to affordable education for African-American students. Most importantly, this study showed that these seven factors of job satisfaction correlate significantly with salary and benefits composite score suggesting that a predictive model of job satisfaction could be found.

CONCLUSION

This study showed that female deacons are compensated less than male deacons. However, there did not appear to be a factor to explain why. Perhaps an unidentified factor can explain this unequal compensation. Other research suggests that the size of a congregation one serves is a crucial part in salary. This factor was not considered in this study but might be an asset for future research. Moreover, this study showed that the unequal compensation between male and female deacons does not affect job satisfaction. This is interesting considering that salary and the benefits composite score were significantly correlated with job satisfaction.

Another question left open concerns African-American deacons. The unequal compensation for African-American males should be explored in future research to determine why these deacons are compensated the least out of all deacons. This research also showed that African-American deacons, unlike Caucasian, and in most cases all other racial minorities, are

‘very satisfied’ with the financial support that was offered during candidacy. They are the only racial group, and only demographic group to express such satisfaction. Further research needs to examine what makes this group so satisfied, and all other groups so unsatisfied.

This study also showed that the Western Jurisdiction compensates deacons the worst out of all the jurisdictions. A large part of this low compensation was attributed to the fact that over half of the deacons in the Western Jurisdiction are appointed part-time. Future research should aim to discover why the Western Jurisdiction has such a large number of part-time deacons.

Lastly, the factor analysis on job satisfaction suggested several areas of need for future research. In opposition to the initial index, interpersonal relationships were separated into two factors. One concerned ordained deacon order relationships and the other non-ordained relationships. The satisfaction with non-ordained relationships was much lower than ordained-interpersonal relationships. Further research should examine why interpersonal relationships with non-ordained persons of the deacon order are more unsatisfactory than relationships with ordained persons. This analysis suggested that salary and benefits composite score correlated with the factors of job satisfaction. Future analysis should attempt to determine whether salary and the number of benefits deacons receive can be predictors of job satisfaction.

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Appendix A: Multiple Regression with Salary as Dependent Variable

Multiple regression was conducted on the predictor variables: number of benefits received, number of years ordained¹³, age, sex, race, jurisdiction of appointment, highest level of education, part-time or full-time status, position in or beyond the local church, and the positions of minister of education, associate pastor, minister of music, staff in annual conference, chaplain, and teacher. The only predictor variables that were continuous, and not dummy coded, were the number of benefits one received and the number of years ordained. All other variables were dummy coded and blocked according to their category.¹⁴ Because this was an exploratory model, stepwise methods were used. As the Table 17 shows, the third model produced an R square of .671, which was statistically significant, [F(1, 26) = 14.00, p<.001]. Number of benefits, whether a deacon was Caucasian, and whether a deacon was a teacher accounted for 67% percent of the variance in salary (Coefficients Table). Number of benefits was positively related to salary (B = .552, t = 4.737, p < .000), as was being a teacher (B = .445, t = 3.742, p< .001). Being Caucasian was negatively related to salary (B = -.474, t = -4.124, p< .000). Number of years ordained, all age groups, sex, all races except Caucasian, jurisdiction of appointment, level of education, part-time/full-time status, and all other positions of appointment were not significant to the model.

Table 17: Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	Df1	Df2	Sig. F Change	
1	.424 ^a	.180	.151	17496	.180	6.150	1	28	.019	
2	.703 ^b	.494	.456	14002	.313	16.713	1	27	.000	
3	.819 ^c	.671	.633	11504	.177	14.000	1	26	.001	1.568

- e. Predictors: (Constant), number of benefits
- f. Predictors: (Constant), number of benefits, Caucasian,
- g. Predictors: (Constant), number of benefits, Caucasian, Teacher
- h. Dependent Variable: Sum of salaries without housing allowance

Table 18: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	54458	9419		5.782	.000
	Benefits	4331	914	.552	4.737	.000
	Caucasian	-35461	8598	-.474	-4.124	.000
	Teacher	20764	5549	.445	3.742	.001

- b. Dependent Variable: Sum of salaries without housing allowance

¹³ Respondents gave the date of their ordination. The date of ordination was used to determine how many years, before 2009, respondents had been ordained.

¹⁴ Age as a continuous variable produced unreliable beta loadings. When it was dummy coded into the categories used throughout the analysis the results were more reliable.

Appendix B: Principal Components Factor Analysis on 37 Variables of Job Satisfaction

Principal components analysis with varimax rotation was performed on the 37 variables of job satisfaction. The results are seen below including a list of the questions included in each factor and the factor loading for each. These seven factors explained 69% of the variance in the responses to the questions and are very similar to the initial indices used.

Factor 1: Job Satisfaction and Job Autonomy

Please rate your level of agreement with each of the following statements¹⁵:

- .824 I feel dissatisfied with my present job[†]
- .831 I definitely dislike my job[†]
- .898 I find real enjoyment in my job
- .824 I am fairly well satisfied with my job
- .829 I control the scheduling of work
- .872 I have input in deciding what tasks I will do
- .891 I have considerable amount of freedom as to how to do my job
- .848 I influence the things that affect me on the job
- .708 I have adequate amounts of time for theological reflection

Please rate how often each of the following has occurred to you in the past year¹⁶:

- .698 Considered leaving your current appointment[†]
- .744 Felt lonely and isolated in your work[†]
- .680 Felt your role was not valued[†]
- .510 Felt the deacon order was accepted by others

Please rate your level of satisfaction with your¹⁷:

- .551 Relations with staff

Factor 2: Professional Development Resource Satisfaction

Please rate your level of satisfaction with¹⁸:

- .825 Number of current opportunities available for continuing education
- .814 Types of continuing education currently available
- .724 Number of current opportunities for peer group work
- .641 Amount of resources available to you for self-care currently

Factor 3: Perceived Acceptance and Misunderstanding of Deacon Order and Role

Please rate how often each of the following has occurred to you in the past year¹⁹:

- .435 Felt the deacon order was misunderstood[†]
- .787 Felt the position of diaconal minister was misunderstood[†]
- .730 Felt the credential of certificate in specialized ministry was misunderstood[†]
- .778 Felt the role of diaconal minister was accepted by others
- .730 Felt the role of certified pastor/laity in specialized ministry was accepted by others

[†] Reverse Coded.

¹⁵ Likert Scale 1 to 5 with 1 being 'strongly disagree' and 5 being 'strongly agree.'

¹⁶ Likert Scale 1 to 4 with 1 being 'never' and 4 being 'very often.'

¹⁷ Likert Scale 1 to 5 with 1 being 'very dissatisfied' and 5 being 'very satisfied.'

¹⁸ Ibid 16.

¹⁹ Ibid 15.

Factor 4: Life and Ordained Deacon Order Interpersonal Relationship Satisfaction

Please rate your level of satisfaction with your²⁰:

- .473 Relations with other deacons
- .666 Relations with elders
- .746 Spiritual life
- .719 Family life

Factor 5: Satisfaction with Non-Ordained Deacon Order Relationships

Please rate your level of satisfaction with your²¹:

- .615 Relations with other diaconal ministers
- .599 Relations with other certified laity

Factor 6: Support Satisfaction

Please rate your level of satisfaction with the level of support or advocacy you received from²²:

- .596 The General Board of Higher Education and Ministry currently
- .753 The General Board of Higher Education and Ministry during candidacy
- .511 Annual conference currently
- .778 Annual conference during the candidacy process
- .699 Your candidacy mentor
- .638 Your clergy or probationary mentor

Factor 7: Satisfaction with Financial Support During Candidacy

Please rate your level of satisfaction with²³:

- .824 Financial support from annual conference during candidacy
- .807 Financial support from the General Board of Higher Education and Ministry during candidacy

²⁰ Likert Scale from 1 to 5 with 1 being ‘very dissatisfied’ and 5 being ‘very satisfied.’

²¹ Ibid.

²² Ibid.

²³ Ibid.