Enduring Endeavor: How Francis E. Clark Utilized Written Communication, Global Travel and Organization to Re-shape the Global Protestant Church's Ministry to Young People Through the Christian Endeavor Society

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The purpose of this qualitative grounded theory study was to understand the process of how women become executive level leaders in Christian higher education. Twenty-four women who currently serve or have served in executive level leadership roles at institutions representing various religious traditions were interviewed regarding their journey to leadership. Data were analyzed and categorized using NVivo10 computer software, which is commonly used for the analysis of text-based data. Analysis of the data revealed four emergent themes: (a) capacity development; (b) responding to influential factors; (c) facing self-made and external barriers; and (d) the cost of leadership. The interrelation between these themes is represented in a theoretical framework, The Experience of Embracing Unexpected Opportunity, which delineates the process the study participants went through as they moved into leadership roles. The findings of the study suggest that affirmation and a sense of providential guidance were pivotal turning points in the experiences of the women that allowed them to move forward in accepting executive level leadership roles when they became available. The study also found that the majority of the participants did not aspire to a leadership role. A number of areas for possible further research are suggested by the study: the role of males in the mentoring of women, male versus female mentoring, the need for cohort leadership programs for women, the role of faith and women’s journey to leadership, comparison study of the relationship of different faith traditions to women’s leadership journey, and how women maintain leadership once in their leadership role.


This dissertation is a study and examination of how Francis E. Clark utilized written communication, global travel and organization to re-shape the global Protestant church’s ministry to young people through the Christian Endeavor Society. First, given that a biography has not been written about Clark in almost a century, this dissertation first tells the story of his unique and long-lasting contributions to youth ministry as the church knows it today. Second, it tells the story of the growth of Christian Endeavor under the leadership of Clark. While some books and papers have some sections about Christian Endeavor, none really address the cause of the growth of Christian Endeavor. Third, it identifies the values of Clark and Christian Endeavor—prizing, preparing, propelling, and promoting young people—which the church today can embrace in efforts to win young people again to Christ and the Church. By utilizing these three pieces, Clark took a fledgling local church ministry with young people and transformed it into a worldwide movement that would change the face of the Church.