DOCUMENTS ON
CHURCH ORGANIZATION

1883-1907

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I. ELLEN WHITE ON THE CENTRAL PURPOSE OF ORGANIZATION

CROSS IS THE CENTER: "Our work in all its lines is to demonstrate the influence of the cross. The work of God in the plan of salvation is not to be done in any disjointed way. It is not to operate at random. The plan that provided the influence of the cross provided also the methods of its diffusion. This method is simple in its principles and comprehensive in its plain, distinct lines. Part is connected with part in perfect order and relation. . . .

"The law that none liveth to himself Satan was determined to oppose. He desired to live for self. He sought to make himself a center of influence. It was this that brought rebellion in heaven, and it was man's acceptance of this principle that brought sin on earth. . . . Christ says, 'Where Satan has set his throne, there shall stand my cross. . . . I have employment for every soul who will work under my direction. The activity of Satan's army, the dangers that surround the human soul, call for the energies of every worker. But no compulsion shall be exercised. Man's depravity is to be met by the love, the patience, the longsuffering of God. My work shall be to save those who are under Satan's rule.' . . . Men are bound in fellowship, in dependence, to one another. . . .

"In the work of the gospel the Lord uses different instrumentalities, and nothing is to be allowed to separate these instrumentalities. Never should a sanitarium be established as an enterprise independent of the church. Our physicians are to unite with the work of the ministry of the gospel. Through their labors, souls are to be saved, that the name of God may be magnified. . . . The cross is the center of all religious institutions. These institutions are to be under the control of the Spirit of God; in no institution is any one man to be the sole head. The divine mind has men for every place. . . . God's benevolent design embraces every branch of His work. The law of reciprocal dependence and influence is to be recognized and obeyed. . . . Yoked up with Christ [we] are laborers together with God. Thus the Lord desires to bind His followers together, that they may be a power for good, each acting his part, yet all cherishing the sacred principle of dependence on the great Head."--EGW, "The Medical Missionary Work and the Gospel Ministry," Dec. 22, 1899, pp. 1-4, 5, 8-10. Special Testimonies, 1899.

II. ELLEN G. WHITE AND ORGANIZATIONAL ABUSES OF THE 1890s THAT PROMPTED REORGANIZATION IN 1901

A. CENTRALIZATION OF DECISION-MAKING AUTHORITY

COMMON TENDENCY OF ADMINISTRATORS: "Every one of our leading men had made a mistake and hindered the work they were so desirous to advance. Each one thought that he was the very one who must bear all the responsibilities, and they spread over too much ground and failed to educate others to think, to act, to be care-takers, to lift burdens, because they gave them no chance. . . .
"God had given to every man his work, according to each man's ability, and when one man entertained the idea that he must gather all the responsibilities because he thought he could do it a little more perfectly than another he sinned against himself and he sinned against his brethren. He was educating the people to look to him, to expect everything must come through him, and they were not educated to look to God."--EGW to Willie and Mary White, Aug. 23, 1883, Ltr. 24, 1883, pp. 1, 2. MR 365.

EARLY HINTS OF NEED FOR LOCALIZED DECISION-MAKING AUTHORITY: "The presidents of our conferences have become weak and inefficient by making flesh their arm. . . . Brethren, when perplexities arise in your conference, when emergencies are to be met, do not let these dark clouds drift into the General Conference if you can possibly avoid it. The president of the General Conference should not be burdened with the affairs of the State conferences, as has been the case in the past. If you, with your associates in the work, cannot adjust the troubles and difficulties that arise in your conference, how do you think that one man can do this work for all the conferences? Why should you pour all your perplexities and discouragements into the burdened mind and heart of the president of the General Conference? He cannot understand the situation as well as do you who are on the ground. . . .

"The president of the General Conference, if he is walking in the counsel of God, will not encourage his brethren to look to him to define their duty, but will direct them to the only Source that is untainted with the errors of humanity. He will refuse to be mind and conscience for others. . . .

"The one who is the object of this undue confidence is exposed to strong temptations. Satan will, if possible, lead him to be self-confident, in order that human defects may mar the work. He will be in danger of encouraging his brethren in their dependence upon him, and of feeling that all things that pertain to the movements of the cause must be brought to his notice. Thus the work will bear the impress of man instead of the impress of God.

"But if all will learn to depend upon God for themselves, many dangers that assail the one who stands at the head of the work will be averted. If he errs, if he permits human influence to sway his judgment, or yields to temptation, he can be corrected and helped by his brethren. . . .

"The presidents of the State conferences have the same God that the president of the General Conference has, and they may go to the Source of wisdom for themselves, instead of depending upon one man, who has to obtain his light from the same source. . . . Why are we so unwilling to come directly to the Source of our strength? Have we not departed from the Lord in this? Should not our ministers and the presidents of our conferences learn whence cometh their help?"--EGW Sermon at 1883 GC Session, Gospel Workers, pp. 413-21.

EXERCISE INDIVIDUAL JUDGMENT: "I have been shown that there is one practice which those in responsible places should avoid, for it is detrimental to the work of God. Men in position should not lord it over God's heritage, and command everything around them. Too many have marked out a prescribed line which they wish others to follow in the work. Workers have tried to do this
in blind faith. Without exercising their own judgment upon the matter which they have in hand. If those who were placed as directors were not present they have followed their implicit directions just the same. But in the name of Christ I would entreat you to stop this work. Give men a chance to exercise their individual judgment. Men who follow the leading of others and are willing that another should think for them, are unfit to be entrusted with responsibility. Our leading men are remiss in this matter."


SAFETY IN COMMITTEE SYSTEM. NOT IN AUTHORITARIAN DECISION-MAKING: "While I would have all united in the [Battle Creek] Sanitarium in perfect bonds of union. I would not have the union of that kind and quality that you will be mind and judgment for every one of them, and they consider every proposition and plan, word and action, as without error and fault. Among a multitude of counsellors there is safety. God would not have many minds the shadow of one man's mind."--EGW to J. H. Kellogg, April 26, 1886. Ltr. 7, 1886. MR 365.

NO POSITION JUSTIFIES ARBITRARY AUTHORITY: "You refer to your office as President of the General Conference. as if this justifies your course of action. . . . Let no man feel that his position as president either of the General Conference or of a state conference clothes him with a power over the consciences of others that is the last degree oppressive, for God will not sanction anything of this kind."--EGW to G. I. Butler. Oct. 14, 1888. Ltr. 21, 1888, pp. 10-11. MR 365.

"From the light God has been pleased to give me. I know that men whom He has placed in responsible positions come to feel after standing in the office for years, that they are to exercise more authority than their position requires. God will sanction no tyranny, no sharp dictation, for this naturally repels, and often it stirs up the worst passions of the human heart."--EGW, Ltr. 3, 1888. MR 714.

PRECONCEPTIONS REGARDING THE MANNER OF ADVANCING THE WORK: "The Lord has presented before me that men in responsible positions are standing directly in the way of the workings of God upon his people. because they think that the work must be done and the blessing must come in a certain way they have marked out, and they will not recognize that which comes in any other way. . . . God has appointed channels of light, but these are not necessarily through the minds of any particular man or set of men. When all shall take their appointed places in God's work, and not allow others to mold them at will, then one great advance will have been made toward letting the light shine upon the world."--EGW, Ltr. 45, 1889, p. 7. MR 365.

COMMITTEE SYSTEM ENGENDERS CORPORATE UNITY: "You need men of other and varied talents to counsel and plan with you. But you do not talk over matters freely with your brethren. This I was taught my husband should do, and he obeyed the injunction of the Spirit of God. He called together his brethren, and urged them to express their mind as to the way in which the work should go, and not a move was made independently. Those experienced brethren felt that they shared the responsibility, and we carried the people with us in our efforts for the upbuilding of the work. Thus it should ever be. One man's judgment may be deficient in many respects, but in a multitude of counselors there is safety."--EGW, Ltr. 29, 1890. pp. 1. 3.
ONE MAN'S JUDGMENT NOT TO CONTROL: "One man's mind, one man's judgment, is not to be a controlling power. . . . 'Counsel together, counsel together,' has been repeated to me by the heavenly angels for the past forty-five years. At the same time you must constantly feel the need of higher counsel. Do not fail to seek wisdom from God. Unless you do go to God for wisdom, and understand for yourselves the way of the Lord, you will not be able to understand things clearly."--EGW, Ltr. 34, 1891.

LOCALIZED DECISIONS ALWAYS NECESSARY: "The fact that a man has been selected to be the president of a conference does not mean that he shall have authority to rule over his fellow workmen. This is after the practice of Rome, and it cannot be tolerated, for it restricts religious liberty, and the man is led to place himself where God alone should be. . . . The place, the circumstances, the interest, the moral sentiment of the people, will have to decide in many cases the course of action to be pursued. It would be inconsistent for the worker to feel that he is compelled to write to the president or to the board for permission to pursue a certain course which his experience and judgment tell him is the best course to pursue under the circumstances. . . . Laborers in the field must be trusted to do the work committed to their hands. As emergencies shall arise, they must depend upon the grace of Christ, and obtain wisdom from above, in order to make decisions that will be advantageous to the work.

"Those who are on the ground must decide as the work develops as to how much time it will be necessary to devote to that field of labor. It is not consistent to prescribe how much time shall be given to work in certain localities. The decision of this point must be left to the judgment of the workers. They must not be confined to certain places, or directed as children as to how or when the work shall be done. Mistakes have been made in this line. Those who do the work know better concerning these matters than anyone outside. God moves upon human minds to work according to His will and according to His purpose. Workers for God are to look to a higher Source for direction than to human minds. The minutiae and detail of how they are to work is not to be laid down by human minds. . . . God does not purpose to have one man prescribe how his fellow workmen shall perform His work. When this manner of action comes in among our people, there is need of a protest."--EGW, Ltr. 53, 1894. MR 714.

"STRANGE PRINCIPLES BEING ESTABLISHED": "As finite, erring men take into their hands the jurisdiction of their fellow-men, as if the Lord commissioned them to lift up and cast down, all heaven is filled with indignation. There are strange principles being established in regard to the control of the minds and works of men, by human judges, as if these finite men were gods. . . . Has God given any one of you a commission to lord it over His heritage? This kind of work has been coming in for years. . . . Strange fire has been offered, in the use of harsh words, in self-importance, in self-exaltation, in self-righteousness, in arbitrary authority, in domineering, in oppression, in restricting the liberty of God's people, binding them about by your plans and rules, which God has not framed, neither have they come into His mind."--EGW, "All Ye Are Brethren," Mar. 8, 1895, Testimonies on Organization.
INFORMING MEMBERSHIP OF PLANS: "In counseling for the advancement of the work, no one individual is to be a controlling power, a voice for the whole. . . . Committees of councils, as far as possible, should let the people understand their plans, that the judgment of the church may sustain their efforts."--EGW, "God Orders His Work," May 7, 1895, Testimonies on Organization.

ARBITRARY AUTHORITY AT CHURCH HEADQUARTERS: "The Lord will never sanction the exercise of arbitrary authority, nor will He serve with the least selfishness or dishonesty in the dealing of men with their fellow-men. Yet these things have been manifest in the management of affairs in connection with the work in Battle Creek. Words can not express too strongly the offensive character of the disposition to rule or ruin which has for years been revealed, and which has been strengthening by exercise. . . . Men in the office at Battle Creek have acted as if they had jurisdiction of other men's intellect and conscience, and could manipulate them to serve any purpose which they might choose. . . . How does the spirit of self-exaltation and grasping for arbitrary authority compare with the spirit and example of Christ? Our people, who talk of religious liberty, have lessons to learn as to what liberty in Christ really is. The Lord has marked the oppression that has been practised. To the men that are working in lines that are not in accordance with Bible principle, He declares that He will not accept the means gained in this way. . . . He has never justified any arrangement, through organization, discipline, or laws, whereby men who have evidenced that they are not susceptible to the Holy Spirit's moving, shall use their power to sustain others in a like disregard of the Spirit's work."--EGW, "The Danger of Self-Sufficiency in God's Work," May 30, 1895, pp. 2, 3, 9. Misc. Testimonies, 1894-98.

AUTHORITARIANISM BRINGS REACTIONS: "The high-handed power that has been developed, as though positions had made men gods, makes me afraid, and ought to cause fear. It is a curse wherever, and by whomsoever it is exercised. This lording it over God's heritage will create such a disgust of man's jurisdiction that a state of insubordination will result. The people are learning that men in high positions of responsibility cannot be trusted to mold and fashion other men's minds and characters. The result will be a loss of confidence even in the management of faithful men. . . . "The spirit of domination is extending to the presidents of our conferences. If a man is sanguine of his own powers and seeks to exercise dominion over his brethren, feeling that he is invested with authority to make his will the ruling power, the best and only safe course is to remove him, lest great harm be done, and he lose his own soul, and imperil the souls of others. 'All ye are brethren.' "This disposition to lord it over God's heritage will cause a reaction unless these men change their course."--EGW to O. A. Olson, Sept. 19, 1895. Ltr. 55, 1895. MR 365.

END DOES NOT JUSTIFY THE MEANS: ["There has been] dishonesty, fraud, the turning away a man from his rights, and disregarding the principles of the commandments of God. You have [had] men, schemes, and devising of plans, with the idea that you could as a board have power to do anything that would serve the Conference, and bring in a revenue. . . .
I send you these things with a trembling of soul; for I scarcely can gather faith to believe that they will receive credence, or work reforms; but I dare not hold my peace."--EGW to O. A. Olson, Jan. 14, 1896. Misc. Testimonies, 1894-98.

DIMENSIONS OF THE ABUSES OF THE 1890s: "The heart of the work, the great center, has been enfeebled by the mismanagement of men who have not kept pace with their leader. Satan has diverted their money and their capabilities into wrong channels. . . . The whole body is sick because of mismanagement and miscalculation. The people to whom God has entrusted eternal interests, the depositaries of truth pregnant with eternal results, the keepers of light that is to illuminate the whole world, have lost their bearings."--EGW, Ltr. 8, 1896, p. 6 (Feb. 6, 1896). MR 365.

TENDENCY TO RELY UPON CENTRALIZED AUTHORITY: "The inconsistency of centering so many responsibilities in Battle Creek has been presented many times, but the counsels have not been acted upon. The reproofs and warnings from the Lord have been evaded and misinterpreted and made void by the devices of men. There has been counterworking against God, and the judgment of men has been received. . . . A few minds in Battle Creek are not to be in power to manage everything in connection with our work. . . .

"There is altogether too much responsibility imparted to a few men in Battle Creek, and these men need the transforming power of the Holy Spirit, else they will lead God's heritage in false paths. The conferences are watching every move made at the center of the work. The different conferences have been led to look to the leading men at Battle Creek, feeling that no important move can be made without their approval. This tendency has been growing stronger, until it is a serious hindrance to the advancement of the work. This arrangement should never have been. . . . The arrangement that all moneys must go through Battle Creek, and under the control of the few men in that place, is a wrong way of managing."--EGW, "Responsibilities Not All to Be Centered in One Place," Mar. 13, 1896. Testimonies on Organization.

"For many years an education has been given to the people which places God second, and man first. The people have been taught that everything must be brought before the counsel of a few men in Battle Creek. God has given you an opportunity to see the weakness of finite men. . . . Have those in Battle Creek been given reason and wisdom that God will not give those in the churches and state conferences? . . . Men have been in council in Battle Creek who cannot appreciate the situation of matters in the different localities, as those can who are right on the ground; and it is not wise for men to seek to men, and place such dependence in a few men at Battle Creek, some of whom have for years walked apart from God. To accept the judgment of these men, and to send for them from a long distance to sit in council, have done [sic.] great dishonor to God. By this you show that you place men, who are unsanctified in heart, where God should be. . . . Those who send all their perplexities from the different parts of the world to Battle Creek show the wisdom of men, and not the wisdom of God. . . . Years ago the large responsibility that is centered in Battle Creek should have been distributed." Ibid.
REGULATIONS DESIGNED TO RULE: "[Satan] leads men to feel that it is their privilege to control the consciences of their fellow-men according to their own perverted ideas. They dismiss the Holy Spirit from their councils, and then, under the power and name of the General Conference, they invent regulations through which they compel men to be ruled by their own ideas."--EGW to O. A. Olson, May 22, 1896, Ltr. 83, 1896. MR 365.

BALANCE BETWEEN AUTHORITARIANISM AND INDEPENDENCE: "Council with your brethren. Your plans need the careful consideration of other minds. Warnings have been given in regard to depending upon men and trusting in their wisdom. The tempter aims to lead men astray by persuading them to cease looking to Jesus for strength and efficiency, and make strength their arm. This has been done in many cases. Satan had laid his trap to catch men and win them to his side by trying to prevail upon them to depend upon their finite, erring fellow-men.

"But when a reproof is given on this point, the enemy takes the counsel given, and presents it in such a perverted light that those who desire to follow their own judgment feel at liberty to plan and devise important measures without counseling with their brethren. Thus another error strives for recognition. Men go to an extreme in one direction, and if corrected go to an extreme in the opposite direction."--EGW, Ltr. June 14, 1896. Misc. Testimonies, 1894-98.

ELLEN WHITE AND REVELATIONS TO CHURCH MEMBERSHIP: "Matters have been laid open before me during the past night that have been presented to me from time to time since the Conference at Minneapolis [in 1888]. Some things which were then shown me, I could not fully comprehend, but I saw that methods were being devised and planned which would bring in corrupted principles. Some matters have been presented to me several times, in order that I might comprehend them. The light which God has been pleased to give me upon matters relating to His work, I can not now fail to understand too distinctly; for the things which I have been shown have become realities...

"The men who have been connected with the greatest interests upon this earth, have tainted and corrupted the work of God. The instrumentalities which He designs shall be used in advancing His cause, have been used to forward unlawful schemes, which are in direct opposition to the work which God has specified as His. God has been forsaken by the men who have voiced decisions regarding His work, which has thereby become entangled. These men have seemed determined to place the mold and superscription of their human wisdom upon the work of God. ... The sacred character of the cause of God is no longer realized at the center of the work. The voice from Battle Creek, which has been regarded as authority in telling how the work should be done, is no longer the voice of God; but the voice of whom? From whence does it come, and where is its vital power? This state of things is maintained by men who should have been disconnected from the work long ago. These men do not scruple to quote the word of God as their authority, but the god who is leading them is a false god...

"The President of the [General] Conference should learn whether the business transactions are carried on with the strictest integrity; he should know whether they are presided over by men who have pure, clean hands. His indignation should be aroused against the slightest approach to a mean,
selfish action. He is to act under God. Let one wrong deed be
practised and approved, and the second and third will follow in the same
line of fraudulent deception. . . . Shall we call a halt? Shall we
present the condition of things to the people? The most inconsistent
plans have been devised by men whose minds were not moved by the Holy
Spirit. Men have striven to bring their fellow-men under their
jurisdiction, but we can not endorse their actions; for God regards not those
who practise oppression, who make man an offender for a word, and who lift up
and cast down at their pleasure. placing men in close places that they may gain
their own unjust ends.

"Any one who has had moral courage to call these things by their right name.
and who has refused to be drawn into the net spread for the unwary, who
would not be robbed without making a protest. were not looked upon with
favor by those with whom they disagree."--EGW to "Men Who Occupy
Responsible Positions in the Work", July 1, 1896. pp. 1, 4-5, 9. 11.
Misc. Testimonies, 1894-98.

WARNINGS REGARDING CONSOLIDATION: "Everything that has been planned in
regard to consolidation shows that men are seeking to grasp the sceptre of
power. and hold control over human minds. But God does not work with them
in their devising, and the voice they now have in the cause of God is not
the voice of God. . . . Will we ever realize that the consciences of men
are not given into our command? . . . I have not liberty to place my
writing in the hands of men who feel that their work is to act the part of
detectives over their brethren. . . . Could none of those who have made
themselves detectives, see the tendency of the position they have taken
in endeavoring to become a controlling power?"--EGW to O. A. Olsen. July 6,

RATIONALE FOR LOCAL DECISION-MAKING AUTHORITY: "Let the presidents of state
conferences walk humbly with God, and they will not have occasion to write
to the president of the General Conference to leave his work to settle little
matters for them. Even many large matters may be carried to God, and God will
give counsel in every state conference. The Lord can be approached by all.
He is much more accessible than the president of the General Conference.
. . . What, then, is your excuse for turning for counsel from One who is
infinite in wisdom to finite men. who are as weak as yourselves?--EGW,

1896 CALL FOR REORGANIZATION: "The work of the General Conference has
extended, and some things have been made unnecessarily complicated. A
want of discernment has been shown. There should be a division of the
field, or some other plan should be devised to change the present order of
things. . . . I have the word of the Lord for presidents of conferences.
They should shoulder the responsibilities involved in the trusts reposed
in them. . . . If you will not be burden-bearers, but choose to lay
your whole weight of responsibilities upon the president of the General
Conference. then. week by week, month by month. you are disqualifying
yourselves for the work."--EGW. "Conference Officers." Aug. 1896.
Testimonies on Organization.

"HAS THE LORD TO GO TO BATTLE CREEK?": "I have been led to see that too much
confidence is placed in the men in Battle Creek who are in positions of
trust. Those living in distant countries will not do that which their judgment tells them is right unless they first send for permission to Battle Creek. Before they will advance, they await yes or no from that place.

"This condition of things is brought about by the finite wisdom of men. God did not inspire any such dependence upon a few finite minds. God is to be inquired of; God is to be sought in humble prayer by men living in Australia, in Africa, in any distant land. Who alone can give mind and judgment to the men in Battle Creek? If they possess judgment of any value, that judgment is found in God. Is He any nearer to the men in Battle Creek than to the workers who are laboring in His service in far off lands? Has the Lord to go to Battle Creek and tell men there what the men working in distant countries must do?

"Those working in places far off from Battle Creek have made a mistake by depending on a few minds in that place. These men do not know the situation of the cause and work in different localities. Let those who are on the ground in these countries remember that God has given them brains and intelligence to use their talents. If they err in some things as they work in their own borders, they are not to be blamed. Those who would blame them have perhaps committed greater errors. . . . A few men, whatever their position. whatever office they may hold, should not be mind and judgment for the wide-spreading work all over the large vineyard, which is the world. . . . It is a mistake to encourage the separate Conferences to place everything before the finite minds of those at Battle Creek, asking them what they shall do. . . . Men have learned to send every petty request to Battle Creek, until the elevated, sacred work has passed through so many human elements that it has become contaminated."--EGW to A. O. Tait, Aug. 27, 1896. T100-96. Misc. Testimonies. 1894-98.

CENTRALIZED AUTHORITY BREEDS INEFFICIENCY: [To GC President] "You have gathered burdens upon your own self that you were not required to bear. In consequence of this, presidents of conferences have allowed you to do the work which belonged to them, and which would have qualified them to be representative men. Your doing this work has been no blessing to them, but has taught them--men placed in responsible positions--to do their work negligently. It has been robbing them of the very experience they should have had. They do not feel their own weakness, their own inefficiency to manage the very work under their supervision.

"If any trouble comes, many do not carry their perplexities to the Great Counsellor, who is their efficiency at all times. and in all places. but they unload their burdens on the President of the General Conference, as though he were God. You are trying to respond to all their calls, and lift all their responsibilities yourself. This is the thing that is making men deficient in experience."--EGW to O. A. Olsen. Sept. 10. 1896. Misc. Testimonies, 1894-98.

CENTRALIZATION AT GC BECOMES PATTERN IN OTHER AREAS: "At the center of the work matters are being shaped so that every other institution is following in the same course. And the General Conference is itself becoming corrupted with wrong sentiments and principles. In the working of plans the same principles are manifest that have controlled matters at Battle Creek for
quite a length of time. . . . Plans contrary to truth and righteousness are introduced in a subtle manner, on the plea that this must be done, and that must be done, 'because it is for the advancement of the cause of God.' But it is the devising of men that leads to injustice and oppression. The cause of God is free from every taint of injustice. It seeks to gain no advantage by depriving the members of His family of their individuality or of their rights. All such practices are abhorrent to God. He inspires no such practices as have been entered into by your councils"--EGW, "Thou Shalt Have No Other Gods Before Me." Apr. 8, 1897. Testimonies on Organization.

DANGERS OF CENTRALIZED AUTHORITY: "The idea that one man's mind and judgment can mold and direct important interests, and that he can be regarded as a voice for the people, is a great evil, and has, and still continues to endanger the one who is placed in a position of responsibility, and those also who cooperate with him."--EGW, "Development of Workers." June 3, 1897. MR 365.

IMPORTANCE OF CORPORATE DECISIONS: "As brethren located where you must be more or less connected, you must draw closer together in your councils, in your association, in spirit, and in all your works. One man among you is not to be made the counselor for all. . . . One man is not to be selected to whom all plans and methods shall be confided, while the others are left out. If this is done, errors will be made; wrong moves will be taken. Harm, rather than good will be done. No one of you needs to be afraid of the other lest the other shall have the highest place. Without partiality and without hypocrisy each is to be treated. . . . You need to counsel together in that freedom and confidence that should exist among the Lord's workmen."--EGW, Ltr. 49, 1897. MR 311.

ELLEN WHITE'S CONFIDENCE IN CHURCH MEMBERS: "There is danger of ministers and presidents of conferences assuming to know too much themselves, and manifesting little genuine love for, and confidence in, our people."--EGW, Ms. 115a. 1897. MR 714.

CENTRAL PURPOSE OF GENERAL CONFERENCE VERSUS TENDENCY TO INSTITUTIONALIZE: "The center of the work has been presented to me as a fountain which is to supply the great dearth of gospel teachers in places where the standard of truth has never been lifted. Then let no voice be heard appealing for means to establish expensive buildings. And let none think that such a large outlay of means will bring in a proportionate revenue. This has been done again and again, and it has resulted in the loss of means to sustain the work of God; the grace of God which should flow to all the parched places of earth, has been hindered. When once these large investments are made, there must be a continual outlay of means to maintain these institutions. These heavy draughts are sapping our supplies, and when God's voice has spoken saying, 'Go forward, and lift the standard in new fields,' there has not been sufficient facilities with which to commence the work. Thus the enemy has worked to weaken the heart and head of the cause.

"The Lord now calls upon his people to work on different principles. When the publishing house and the General Conference proposed a confederacy, and took over the Sanitarium in St. Helena and the school in Healdsburg, they had no right to do this. And by the mismanagement of those who were
in high places pressing burdens were laid upon the General Conference. . . . Satan was managing matters, and he sought to cut off the strength of the General Conference, and leave it a crippled wreck, that it might not do its appointed work. Under the management of men who have grasped every advantage they could obtain to benefit themselves, the very heart-life of the work has gone, and the Conference has become almost bankrupt. . . . Never repeat the past by bringing the General Conference into bondage and disrepute."--EGW, "To My Brethren in Responsible Positions." June 16, 1899, pp. 8-9. B94-99. Special Testimonies. 1899.

CENTRALIZATION AT GENERAL CONFERENCE--ISSUES KEPT FROM MEMBERSHIP:
"The subject I wish now to bring before our people is that of the special management of the general interests of the cause of God at the present time. For years light has been given me that the one selected to preside over the General Conference should not be left to bear all the burdens alone. . . . He is not to be left to follow his own inclinations in the choice of his counselors. This has been done for years, to the detriment of the work. His associates are to be chosen men, who have the confidence of the people; God-fearing men, upon whom he can rely. . . . The President of the General Conference has altogether too many burdens for one man to carry. For years this has been presented to me. . . .

"The work of the General Conference should never have rested on one man. At first one man could carry it, but as believers multiplied, the man must suffer as well as the work, which needed careful thought and the utmost firmness, in order that right principles might be maintained. The Lord did not give Elder Olsen the work of engaging in the publishing business. The publishing institutions were established to carry forward important interests. But men who were not under the divine guidance were given management in them. At the very heart of the work erroneous principles were pressing for recognition. All matters should have been laid before the people. The Lord should have been sought in humble prayer. Then the Holy Spirit would have been their teacher. But the Conferences at large were not enlightened in regard to what was being done. Men were linked up with Elder Olsen who led him and imbued him with their spirit. Unrebuked, corruption was going on at the heart of the work. The cause of God in our institutions was being perverted. Men were exalted, regardless of the advice God was giving. . . . No language can be framed to describe the result of placing unfaithful, unconverted men in holy places. Some have been trying to struggle to the light, but there are secret things, which have not come to light. . . . God will take the matter in hand, and bring to light every hidden thing. He will bring men into places where they will speak, and things which are now involved in mystery will be revealed, and their bearing on His cause will be seen."--EGW, "Words of Counsel Regarding the Management of the Work of God." June 19, 1899, pp. 1-2. 4. 5-6. Special Testimonies. 1899.

ORGANIZATION OUT OF FOCUS IN 1890s: "It was the Lord's purpose that the General Conference should be His agency, connected in true relation with the institutions in Battle Creek. The President of the General Conference was never to receive the idea that he was himself the great whole, that everything for the State Conferences must be prepared according to his will."--EGW. "To My Brethren in America." June 19, 1899, p. 3. Special Testimonies, 1899.
LOSS OF CONFIDENCE IN LEADERSHIP: "Had the General Conference walked in the counsel of God, the Lord would have given wisdom in every movement. The evangelizing movements would have been carried forward harmoniously. But pride, self-assertion, self-will has greatly dishonored God, and placed the people in a position where they have not confidence in the men in positions of responsibility, who do not plan as God would have them. The erection of so many large buildings in one place as there are in Battle Creek is not according to the light and wisdom received from God. Scattered in many places, these buildings would be so many luminaries, from which light would shine. This would be more after God's order. Plants should be made in many places... The labor that has been bestowed in Battle Creek, the money there expended, was needed in other portions of the Lord's vineyard, and if proportionately spread over a large territory, would have brought the angels of heaven to the help of human agencies... The Lord's cause has been betrayed. You can replenish the treasury only by quickening and converting the hearts of the men who carry responsibilities. It is not the great buildings you erect in disregard of the work God requires to be done in regions beyond, not the robbery of God by human methods and plans, that will place His work on a high and exalted basis, where He can be glorified. It is not changing men from the heart of the work to different places that will remedy the difficulties. The education of years has been molding and fashioning the work of false theories. False theories, human policy, selfishness, pride, self-esteem, and corrupting principles have been brought into sacred things... Little attention was given to the various entreaties for help to carry forward the work in new fields, but means are still called for to erect more buildings which it was not positively the duty of the General Conference to erect; for there were new fields to be entered... where people have never heard the last message of mercy that is to be given to the world. An immense amount of money has been expended in America in opposition to the light God has given."--EGW, "Words of Warning," Aug. 28, 1899, pp. 5, 6-7, 8. Special Testimonies. 1899.

SUGGESTIONS FOR LOCAL OVERSEAS ADMINISTRATION OF THE WORK [HINTS OF UNION AND DEPARTMENTAL-TYPE ORGANIZATION]: "There are general matters about which it will be necessary to consult the business men in Battle Creek, but a few men in that place should not be depended on to pass resolutions with reference to local affairs in countries of which they know nothing. They are not on the ground, and they cannot take in the situation. The Lord is willing to lead His ministers and missionaries in distant countries. He is willing to guide them in the superintendence of their work... Distant conferences should not be compelled to depend upon Battle Creek to manage for them. In every country men should be appointed to assist the presidents of the different conferences... "Separate councils of administration should be appointed. These councils should exercise supervision over the work where sanitariums and schools are being established, and wherever important interests are located. Those who are accepted as members of these councils, as being men capable of taking an active interest in the instrumentalities for the advancement of the work and cause of God, should be allowed to work. It is not in the order of God that men, supposed to be men of mind and judgment, should lay aside the privilege of acting for themselves, to depend on the decisions of the councils at Battle Creek. If the Lord has located His sanctuary at Battle Creek and in no other place, it is right and sensible to
refer all questions to that place. But we know that He presides over every portion of His moral vineyard. To every man, according to his ability. He has given work, and this work is to be done.

"In order that the Lord's work be done, councils in different localities must decide important matters, without waiting for the decisions of the councils at Battle Creek. The men at Battle Creek are no more inspired to give unerring advice than are the men in other places, to whom the Lord has entrusted the work in their locality. . . .

"Finite man must not be depended on to decide what shall be done and shall not be done in distant fields. All should remember that if the Lord has a special work in any vicinity, all heaven is interested in that work. . . . The great sin which has been entering the ranks of Seventh-day Adventists is the sin of exalting man, and placing him where God should be. This was demonstrated at Minneapolis. . . .

"It is not right that minds should be directed to look to Battle Creek for advice upon everything. In every place there are special interests which must be managed according to the circumstances which present themselves. At times there is necessity that action be taken at once. But if the people are educated to think that nothing can be done by local councils, unless the matter is referred to Battle Creek, the Conferences are made weak, dependent, and one-sided. . . . The mind of one man, or the minds of two or three men, are not to be depended on as certain to be safe for all to follow."--EGW, L88P-96. "Extracts on Foreign Fields," Special Testimonies, 1899, pp. 8-12.

VISION CONCERNING TRUE SOURCE OF WISDOM: "I have been shown that instead of going to God for wisdom, our ministers have gone to the president of the General Conference. But the Lord has not made him your mediator. He has not been invested with a supply of wisdom for the presidents of the State conferences. Jesus is the fountainhead of wisdom, and our supply must be received from Him. Those who look to the president of the General Conference are crippled and dwarfed, whereas if they would look to God, they would find grace and strength to help in every time of need."--EGW, Ms. 40. 1899. MR 714.

UNION OF SPIRITUAL GIFTS: "The church is a Christian society, formed for the members composing it, that each member may enjoy the assistance of all the graces and talents of the other members, and the working of God upon them, according to their several gifts and abilities. The church is united in the holy bonds of fellowship in order that each member may be benefited by the influence of the other. All are to bind themselves to the covenant of love and harmony. The Christian principles and graces of the whole society of believers is to gather strength and force in harmonious action. Each believer is to be benefited and improved by the refining and transforming influence of the varied capabilities of the other members. That the things lacking in one may be more abundantly displayed in another. . . .

"Why are believers formed into a church? Because by this means Christ would increase their usefulness in the world and strengthen their personal influence for good. In the church there is to be maintained a discipline which guards the rights of all and increases the sense of mutual dependence. God never designed that one man's mind and judgment
should be a controlling power. He never designed that one man should rule and plan and devise without the careful and prayerful consideration of the whole body, in order that all may move in a sound, thorough, harmonious manner."--EGW, Ltr. 26. 1900. MR 311.

"CHRIST IS THE ONLY HEAD OF THE CHURCH": "One human mind is not to be a power to control all other minds. The fact that one man, through much study, has received advanced ideas to give to others, is no evidence that he is to tie other minds to his mind, keeping them under his influence, doing all in his power to prevent others from influencing them. Christ is the only Head of the church. He only has the right to demand of man unlimited obedience to His requirements."--EGW to E. E. Franke, Jan., 1901, F19-00, pp. 9-10. Special Testimonies, 1901.

RESPONSIBILITIES TO BE SHARED: "Leading men should place responsibilities upon others, and allow them to plan and devise and execute, so that they may obtain an experience. Give them a word of counsel when necessary, but do not take away the work because you think the brethren are making mistakes. May God pity the cause when one man's mind and one man's plan is followed without question."--EGW, Testimonies to Ministers, pp. 202-03.

B. CENTRALIZATION OF INSTITUTIONAL-FUNCTIONAL AUTHORITY

ELLEN WHITE AND EARLY INSTITUTIONAL CONSOLIDATION PROPOSALS: "Just prior to my husband's death [1881] the minds of some were agitated in regard to placing these institutions under one presiding power. Again the Holy Spirit brought to my mind what had been stated by the Lord. I told my husband to say in answer to this proposition that the Lord had not planned any such action."--EGW, Special Testimonies Regarding Publishing Work, p. 2.

PROPOSALS AT 1889 GC SESSION: "Unity is strength. This work as a whole is all one. Why should not our various denominational enterprises be managed by boards, elected by the General Conference? We acknowledge the General Conference to be the highest authority recognized by God on the earth. Here the whole of our people are represented, and speak through their delegates. Here is no north nor south, no east nor west; it is one the world over. Our publishing interest and our book business are of the greatest importance. Should not these properly be under one managing board, and that board chosen by this body in its annual sessions?"--O. A. Olsen to 1889 GC Session, 1889 GCB, pp. 95-6.

RESOLUTION PASSED AT 1889 GC SESSION: "Resolved, that we favor the present efforts to secure the consolidation of the various publishing interests of the denomination."--Ibid., p. 148.

RECOMMENDATIONS OF THE COMMITTEE TO IMPLEMENT THE RESOLUTION: "Your committee appointed to take into consideration the publishing interests of the denomination, have carefully considered this subject; and in order to meet the increasing demand of our work, and to avoid all sectional feeling and personal interests which are now liable to arise from the present plan of conducting our business by having separate organizations, and also to unify
the work and secure the more hearty cooperation of all, would respectfully recommend--

"1. That steps be taken at once to form a corporation for the purpose of taking entire control of all our publishing interests, thus bringing the work under one general management. . . .

"Your committee would further recommend that a similar organization be effected for the purpose of controlling all our educational interests, and owning the property--thus bringing them under one general management. Also, another to control our health institutions."--Ibid., p. 149.

ELLEN WHITE REACTION: "The subject of consolidating our publishing work, to bring it under one management, has been presented to me. and I have been shown what the outcome would be. It would result in bringing all the publishing houses under the control of a man-made power at Battle Creek, which already has far too extensive a rule. It will be urged that since the publishing interest in Battle Creek is under the supervision of the General Conference, matters are placed on a different basis, and that the objections to consolidation are removed. But the same influences that have been leading away from the principles upon which our publishing institutions were founded, are still working. There is a change of name. but to a great degree the management is the same. It is no time now for any institution among us to act out the principles of Rome in seeking to bring everything under its own control. The General Conference is assuredly embracing altogether too many weighty responsibilities. . . .

"I am anxious to publish the testimonies that have so long been in the hands of a few. The people are in ignorance as to the significance of the decisions of your councils, for they have not the light which you have received. As soon as other work can be completed, I mean to publish the testimonies that have been waiting so long. But if our brethren persist in their efforts to consolidate the publishing work, and bring the Pacific Press under the management of the authorities at Battle Creek. I shall feel it my duty at once to gather up and publish the writings that have for the last twenty years expressed the will of God on this point."--EGW, "Consolidation of the Publishing Work," n.d., Misc. Testimonies, 1894-98.

PERVERSION OF PRINCIPLES OF ORGANIZATION NO REASON FOR ABOLISHING IT: "I learn that it is proposed by some of our brethren to do away with the organization of at least some of the branches of our work. No doubt what has led them to propose this step is that in some of our organizations the machinery has been made so complicated as really to hinder the work. This, however, is not an argument against organization, but against the perversion of it."--EGW, GC Daily Bulletin, Jan. 29, 1893.

UNITY IN DIVERSITY--A CENTRAL ORGANIZATIONAL PRINCIPLE: "In 1890 and 1891 there was presented to me a view of dangers that would threaten the work because of a confederacy in the office of publication in Battle Creek. Propositions which to their authors appeared very wise would be introduced, looking to the formation of a confederacy that would make Battle Creek, like Rome, the great head of the work, and enable the office of publication there to swallow up everything in the publishing line among us. This is
not God's wisdom, but human wisdom. These matters have been coming up again and again in different aspects. But this policy of consolidation would, if adopted, result in marring the work. God would have His work move firmly and solidly, but no one branch is to interfere with or absorb other branches of the same great work. From time to time for years in the past, God has been pleased to give me special light on these points. . . .

"The work of publication was presented to me by the figure which Christ used—the vine. In the different branches of this great work, as in the branches of the vine, there is to be unity in diversity. This is God's plan, the principle which runs through the entire universe. In God's wise arrangement there is diversity, and yet He has so related each part to others, that all work in harmony to carry out His great plan in extending the knowledge of God and of Jesus Christ whom He hath sent. However there may appear to be dissimilarity, the work is one great whole, and bears the stamp of infinite wisdom.

"God and Christ are one, Christ and His disciples are one, we in Christ, and Christ in God. The Lord designs that His work shall move forward in perfect harmony without friction. Jesus said: 'I am the vine, ye are the branches.' The branches are many and diverse, yet all are united in the parent stock, and every branch, although separate, draws its sustenance from the vine stock. Jesus Christ is in God, the great masterpiece of infinite wisdom and power and sufficiency, from whom all diversity springs. Each branch bears its burden of fruit, and altogether make a harmonious whole, a complete, beautiful unity. This is harmony according to God's order. . . .

"As the work increases, there will be a great and living interest to be managed by human instrumentalities. The work is not to be centered in any one place, not even in Battle Creek. Human wisdom argues that it is more convenient to build up interests where they have already obtained character and influence. Mistakes have been made in this line. Individuality and personal responsibility are thus repressed and weakened. The work is the Lord's and the strength and efficiency are not all to be concentrated in any one place."--EGW, Ltr. 71. 1894. 1895

GCB, pp. 372, 373.

INSTITUTIONAL UNITY IN DIVERSITY—CORE OF DEPARTMENTAL IDEA: "There is need for the Pacific Press to stand, in God, subject to no human power of control in their action. You are not to hold yourself to seek permission of the authorities of Battle Creek whether you shall or shall not pursue a line of work that seems impressed upon you to do. The Lord is the one to whom you are to be amenable. All the light heretofore given me of God is that these institutions out of Battle Creek should not be absorbed by Battle Creek. It would be an injury to both parties. Each is to stand in harmony one with the other, yet preserve their individuality of action, responsible to God and Him alone. If one pursues a course of selfish action, or of absorbing everything by just or unjust means, my voice cannot be silent. I shall be heard, for God has given me His word. I look upon consolidation in unity, and helpfulness of one another, as sound principle; but I do not and cannot give my influence to consolidation in blending the institutions in one great whole, and that be Battle Creek,
the moving power, the voice to dictate and direct."--EGW, Ltr. 35a, 1895. Special Testimonies Regarding Publishing Work, pp. 23-5.

WARNINGS AGAINST INSTITUTIONAL CONSOLIDATION: "Consolidation means that all institutions are to be merged into the Battle Creek institutions. For years something of this kind has been proposed by one and another. But according to the light I have had, the plan is wrong, decidedly wrong. Let every institution stand in its own individuality, doing its respective work in its own locality. . . . If there is any action taken to merge everything into one institution under the dictation of those now presiding, it will be one of the worst pieces of business that was ever transacted in Battle Creek in connection with the cause of God. . . .

"The publishing houses were established in America in the counsel of God, under His direction and supervision, and they should stand in their own individuality, as sister institutions. Never should they be so related to each other that one shall have power to control the running of the other. If one institution shall adopt a policy which the other does not sanction, the other institution is not to be corrupted, but is to stand in its God-given responsibility, true to the principles that were expressed in its establishment, and carrying forward the work in harmony with these principles. . . .

"Every institution should work in perfect harmony with the other institutions, but further than this they should not go toward confederacy or merging into one. Already there are men who, supposing themselves wise, are trying to shape matters according to their ideas. Things may for a time appear to prosper in their hands, but the result will be that which they do not now anticipate.

"For years a spirit of oppression has been coming into Battle Creek. . . . And when every institution is merged into the one that is greatest—that is, measured by her power of control—that one will indeed be a ruling power; and if the principles of action in the most powerful institution are corrupted, as is now the case, and as has been in the history of the past, every other institution must follow the same path, else a determined influence will be brought to bear against it. The difficulty is not in the institution, but in the members.

"This disposition to press men into hard places if you cannot bring them to your ideas, is not according to God's order. Those who do this when it suits them, are bringing souls into unbelief and temptation, and driving them on Satan's battlefield. They forget that God will deal with them as they deal with their fellow men. God's cause is not to be molded by one man, or half a dozen men. All His responsible stewards are to bear a share in the devising, as well as in the execution of the plans. Men must not forget that the God of heaven is a God of justice; with Him is no partiality, no hypocrisy. He will not serve with men's selfishness, or sanction their plans to rob one soul of his rights because they can press him inconsiderately. and make statements and plans that compel surrender, or leave him helpless. . . . By no sharp dealing or underhand advantage is the Lord to be glorified or His truth served. Money acquired in this way to supply the treasury will benefit no one; for God will not serve with the sins of oppression and selfishness. . . . No persons
should have been permitted to hold a responsible position in the work who
desired to work according to the world's policy."--EGW, Ltr. 4, 1895.
Special Testimonies Regarding Publishing Work, pp. 11-16.

INSTITUTIONAL CORRUPTION DOES NOT JUSTIFY CENTRALIZATION: "As the [Battle
Creek] publishing house has become corrupted, the General Conference
Association has stepped in, and proposed to take the diseased child off
its hands, and care for it. But it is a snare for the General Conference
Association to take the publishing work on its shoulders. This puts no
special sanctity upon the work, but upon the General Conference
Association a burden which will weigh it down, cripple it, and weaken its efficiency,
unless men who have firm principle, mingled with love, shall conduct the
business lines.

"In this step there has been a change of responsibility, but the wrong
principles remain unchanged. The same work that has been done in the
past will be carried forward under the guise of the General Conference
Association. The sacred character of this Association is fast
disappearing. What will then be respected as pure, holy, and
undefiled? Will there be any voice that God's people can regard as a voice
they can respect? There certainly is nothing now that bears the divine
credentials. Sacred things are mixed and mingled with earthly business
that has no connection with God. . . .

"The enslaving of the souls of men by their fellow men is deepening the
darkness which already envelops them. Who can now feel sure that they
are safe in respecting the voice of the General Conference Association?
If the people in our churches understood the management of the men who
walk in the light of the sparks of their own kindling, would they respect
their decisions? I answer. No. not for a moment. . . .

"The scheme for consolidation is detrimental to the cause of present truth.
Battle Creek has all the power she should have. Some in that place
have advanced selfish plans, and if any branch of the work promised a
measure of success, they have not exercised the spirit which lets well
enough alone, but have made an effort to attach these interests to the
great whole. They have striven to embrace altogether too much. and yet
they are eager to get more. When they can show that they have made these
plans under the guidance of the Holy Spirit, then confidence in them may be
restored.

"Twenty years ago, I was surprised at the cautions and warnings given me in
reference to the publishing house on the Pacific Coast—that it was ever to
remain independent of all other institutions; that it was to be controlled
by no other institution, but was to do the Lord's work under His guidance and
protection. The Lord says, 'All ye are brethren,' and the Pacific Press
is not to be envied and looked upon with jealousy and suspicion by the stronger
publishing house at Battle Creek. It must maintain its own individuality,
and be strictly guarded from any corruption. It must not be merged into
any other institution. The hand of power and control at Battle Creek must
not reach across the continent to manage it."--EGW to O. A. Olsen, May 31,
1896, pp. 9, 10, 12. 081-96. Misc. Testimonies, 1894-98.
CENTRALIZED POWER NOT TO CONTROL INSTITUTIONS:  "Warnings have been given me that it is not wise to consolidate the Pacific Press with the R.&H. publishing house. Time will convince all that this matter is too serious a thing to be trifled with. The Battle Creek Publishing House is not to be the only power among Seventh-day Adventists. It must stand largely alone. The Pacific Press should not be made to fear the influence of the power invested in the publishing house at Battle Creek. The Lord has His own purpose to accomplish through these institutions.

"There should be no controversy on this point. There must be no more determined binding up with the interests in the publishing house at Battle Creek, so that it shall absorb the Pacific Press, making them one organ. The Pacific Press must stand by itself. The two institutions cannot better advance the work of God in consolidation, as has been contemplated. It is God's will that they stand as independent bodies."--EGW, Ltr. 80a. 1896. pp. 1. 2. MR 256.

ELLEN WHITE AND ORGANIZATION--APPLIED TO INDIVIDUALS AND INSTITUTIONS:  "Under the figure of the vine and its branches is illustrated the relation of Christ to His followers and the relation of His followers to one another. The branches are all related to one another, yet each has an individuality which is not merged in that of another. All have a common relation to the vine and depend upon it for their life, their growth, and their fruitfulness. They cannot sustain one another. Each for itself must be centered in the vine. And while the branches have a common likeness, they also present diversity. Their oneness consists in their common union with the vine, and through each, though not in just the same way, is manifested the life of the vine.

"This figure has a lesson, not only for individual Christians, but for the institutions that are engaged in God's service. In their relation to one another each is to maintain its individuality. Union with one another comes through union with Christ. In Him each institution is united to every other, while at the same time its identity is not merged in that of another.

"At times it has been urged that the interests of the cause would be furthered by a consolidation of our publishing houses, bringing them virtually under one management. But this, the Lord has shown, should not be. It is not His plan to centralize power in the hands of a few persons or to bring one institution under the control of another. . . . Let each institution remain independent, working out God's plan under His direction.

"The policy of consolidation, wherever pursued, tends to the exaltation of the human in place of the divine. Those who bear responsibilities in the different institutions look to the central authority for guidance and support. As the sense of personal responsibility is weakened, they lose the highest and most precious of all human experiences, the constant dependence of the soul upon God. . . . The Lord does not design that the workers in His institutions shall look to or trust in man. He desires them to be centered in Him.

"Never should our publishing houses be so related to one another that one shall have power to dictate as to the management of another. When so great power is placed in the hands of a few persons, Satan will make determined efforts to pervert the judgment, to insinuate wrong principles of action.
to bring in a wrong policy; in so doing he can not only pervert one institution, but through this can gain control of others and give a wrong mold to the work in distant parts. Thus the influence for evil becomes widespread. Let each institution stand in its moral independence, carrying on its work in its own field. . . . Every institution should endeavor to work in harmony with every other just so far as this is consistent with truth and righteousness; but further than this none are to go toward consolidating."--EGW, _7 Testimonies_, pp. 171-74.

**INSTUTIONAL COOPERATION--CORE OF DEPARTMENTAL IDEA:** "Let every department of our work, every institution connected with our cause, be conducted on considerate, generous lines. Let every branch of the work, while maintaining its own distinctive character, seek to protect, strengthen, and build up every other branch. Men of varied abilities and characteristics are employed for carrying forward the various branches of the work. This has always been the Lord's plan. Each worker must give his own branch special effort; but it is the privilege of each to study and labor for the health and welfare of the whole body of which he is a member. Not consolidation, not rivalry or criticism, but cooperation, is God's plan for His institutions."--Ibid.

**UNITY IN DIVERSITY:** "The man who magnifies his own office in working in any line to bind about the conscience of another, be he president of the General Conference, president of a smaller conference, or the elder or deacon or lay member of a church, he is out of God's line. . . . God desires that men shall stand in their own individual responsibility, and while they are consecrated to Him there will be unity in their diversity, as branches of the true vine."--EGW, _Ms. 66_. 1898, p. 5.

**AN OVERPOWERING EVIL:** "When this power, which God has placed in the church, is accredited wholly to one man, and he is invested with the authority to be judgment for other minds, then the true Bible order is changed. Satan's efforts upon such a man's mind would be most subtle and sometimes well-nigh overpowering, for the enemy would hope that through his mind he could affect many others."--EGW, _9 Testimonies_, p. 261.

**FOCUSBING UPON ONE BRANCH IS SELFISHNESS:** "The medical missionary work is to be a hand and an arm to the body. But it is not to become the body, to control every part connected with the body. I am speaking plainly. Selfishness has been fast increasing. This selfishness God rebukes."--EGW to Philip Wessels, Nov. 4, 1899. W175-99, p. 4.

**CROSS. NOT SELFISH INTERESTS, IS THE CENTER:** "'It is the spirit of selfishness,' said the Teacher who was giving us instruction, 'which leads men to absorb everything in that work which is under their own supervision. That their portion of the field may be enriched to the neglect of other portions. This is a species of selfishness which many do not discern. Large accumulations are drawn to one section of the world as though that were the only part which the Householder designs to have worked.' . . .

"The Lord sees that things are swaying heavily in medical missionary lines, while the work in other branches is calculated to give wrong impressions which will not easily be effaced from the mind. Ideas which should be strictly guarded in any service God has appointed have been perverted, and impressions have been made displeasing to God. One man's mind and judgment
is not to become a controlling power. God forbid that this should be. 'All ye are brethren.' . . .

"The children of God constitute one united whole in Christ. Who presents His cross as the center of attraction. All who believe are one in Him. Human feelings will lead men to take the work into their own hands and the building thus becomes disproportionate. The Lord therefore employs a variety of gifts to make the building symmetrical. Not one feature of the truth is to be hidden or made of little account. God can not be glorified unless the building, 'fitly framed together groweth into an holy temple in the Lord.' A great subject is here comprehended, and those who understand the truth for this time must take heed how they hear and how they build and educate others to practise."--EGW, "The Need of Equalizing the Work," Nov. 22. 1899, pp. 1, 5, 10. Special Testimonies, 1899.

WHY WE NEED EACH OTHER: "The Lord does not want the minds of His responsible men strained to the utmost point of endurance by taking up many lines of work. All these lines may be essential, but God apportions to every man his duty according to his own wisdom. . . . God cannot give in greatest measure either physical or mental power to those who gather to themselves burdens which He has not appointed. When men take upon themselves such responsibilities, however good the work may be, their physical strength is overtaxed, their minds become confused, and they cannot attain the highest success. . . . I have been instructed that the work appointed to physicians is enough for them to do, and what the Lord required of them was to link up closely with the gospel missionaries and do their work with faithfulness"--EGW, "Dangers and Duties of the Physician and the Medical Missionary." pp. 2-3. Special Testimonies, 1899.

PRINCIPLE OF INSTITUTIONAL SHARING: "It is God's design that those fields which have abundant facilities shall share their advantages with more needy fields. This is the principle ever to be observed in all our institutions. God requires that there shall be less planning and devising for buildings in America and Battle Creek, and that the means shall flow into fields where there is nothing to rely upon, where the work is carried on under great disadvantages for the want of facilities. . . .

"When the Battle Creek Sanitarium was established, all our people were drawn upon to take shares in it. The Lord has prospered this institution, especially under your [J. H. Kellogg] entrusted stewardship. And it is now right that similar institutions be established in the new world, especially in such places as Australia. The means brought into the Battle Creek Sanitarium should be used to help similar institutions in needy circumstances. . . .

"One who is constantly guiding and directing His people addressed you, Dr. Kellogg. He said, 'The same work that you consider it is essential to do in America it is even more essential to do in Australia. This is a new field, and a very hard and needy field. Had you placed yourself in the position of the workers there, you would have done much more for them than you have done. You did not positively need the large donations you received. You could have advanced without them, but this new field needed a portion of that means.'"--EGW, "Extracts on Foreign Fields," pp. 30, 46, 51.
INSTITUTIONS NOT TO BE INDEPENDENT OF OTHER BRANCHES OF WORK: "As the medical missionary work becomes more extended, there will be a temptation to make it independent of our Conferences. But it has been presented to me that this plan is not right. The different lines of our work are but parts of one great whole. They have one center [Cross]. . . . God's benevolent design embraces every branch of His work. The law of reciprocal dependence and influence is to be recognized and obeyed."--EGW, "The Medical Missionary Work and the Gospel Ministry." Dec., 1899, pp. 1, 9. Special Testimonies, 1899.

VARIOUS BRANCHES TO BLEND: "No line is to be drawn between the genuine medical missionary work and the gospel ministry. These two must blend. They are not to stand apart as separate lines of work. They are to be joined in an inseparable union, even as the hand is joined to the body. Those in our institutions are to give evidence that they understand their part in the genuine gospel medical missionary work. . . . The different lines of work are to sustain one another, but not in the way Dr. Kellogg has planned; for this is not God's way. Dr. Kellogg has misappropriated the Lord's money, investing it in a way he had no moral right to [by expanding his own institution at the expense of others]."--EGW, "My Dear Brethren," July 12. 1900, B102, pp. 1-2. Special Testimonies, 1900.

SUGGESTION OF DEPARTMENTAL-TYPE ORGANIZATION: "It has been presented to me that every department of the work is to be united in one great whole. The work of God is to prepare a people to stand before the Son of Man at His coming, and this work should be a unit. The work that is to fit a people to stand firm in the last great day must not be a divided work. . . . There is to be no division between the ministry and the medical missionary work. . . . The medical missionary work has never been presented to me in any other way than as bearing the same relation to the work as a whole as the arm does to the body. The gospel ministry is an organization for the proclamation of the truth and the carrying forward of the work for sick and well. This is the body, the medical missionary work is the arm, and Christ is the Head over all. Thus the matter has always been presented to me. . . . Christ was bound up in all branches of the work. He did not make any division."--EGW, Sanitarium Chapel Talk, Nov. 13. 1900, pp. 1, 2, 3. Special Testimonies, 1900.

ALL TO FOCUS ON HEALTH AND WELFARE OF ENTIRE BODY: "Every department of our work should be planned on considerate, generous lines. Every branch of the work should protect, build up, and strengthen every other branch. Men of varied abilities and characteristics are employed for carrying forward the various branches of the work, and each must give his own branch special effort; but it is the privilege of each to study and labor for the health and welfare of the whole body of which he is a member."--EGW to Conference Officers and Managers of Our Schools, Dec. 30, 1900, p. 1. Special Testimonies, 1900.

III. 1901 GENERAL CONFERENCE REORGANIZATION

PREMONITION OF THE SIGNIFICANCE OF THE 1901 GC SESSION: "Some matters are clearly presented to me which I do not fully understand, but I know that I have a testimony to bear to our people East of the Rocky Mountains. Over and over again these words are in my mind: 'And that repentance and remission
of sins should be preached in his name among all nations, beginning at Jerusalem.' From this I understand that I have a work to do, beginning at Battle Creek. And if my work is to commence at Battle Creek, it may be best that the Conference be held in that place. This I am convinced is the meaning of the light given me. And with this intimation of duty, I will lay aside all fears regarding myself, and prepare for the work."--EGW to General Conference Committee, Dec. 4, 1900, p. 5. B155-00. Special Testimonies, 1900.

A. TALK OF MRS. E. G. WHITE BEFORE REPRESENTATIVE BRETHREN THE DAY PRIOR TO THE OPENING OF THE SESSION [April 1, 1901]

PRINCIPLES OF TRUE ORGANIZATION HAD BEEN REVEALED IN EGW TESTIMONIES TO INDIVIDUALS PRIOR TO 1901: "The work has been increasing; it has been growing. The light that I have had from the Lord has been expressed over and over again, not to as many as there are here today, but to different individuals. The plans upon which God wishes us to work have been laid down."--MR 1028, p. 1.

CENTRALIZATION IS THE MAIN ABUSE: "Never should the mind of one man or the minds of a few men be regarded as sufficient in wisdom and power to control the work and say what plans shall be followed. The burden of the work in this broad field should not rest upon two or three men. We are not reaching the high standard which, with the great and important truth we are handling, God expects us to reach.

"Over and over again men have said, 'The voice of the conference is the voice of God; therefore everything must be referred to the conference. The conference must permit or restrict in the various lines of work.' As the matter has been presented to me, there is a narrow compass, and within this narrow compass, all the entrances to which are locked, are those who would like to exercise kingly power. But the work carried on all over the field demands an entirely different course of action. There is need of the laying of a foundation different from the foundation which has been laid in the past."--MR 1028, pp. 1-2.

"UNIFY" AND "EXTEND" IDEAS [Core of departmental and union plans]: "The management of the regular lines must be entirely changed, newly organized. There must be a committee, not composed of half a dozen men, but of representatives from all lines of our work, from our publishing houses, from our educational institutions, and from our sanitariums, which have life in them, which are constantly working, constantly broadening. . . . God desires that His work shall be a rising, broadening, enlarging power. But the management of the work is becoming confused in itself. Not that anyone wishes to be wrong or to do wrong, but the principles are wrong. These principles are so foreign to God's principles that God cannot bless those who work upon them. . . . At this time the work is to be placed upon a proper basis."--MR 1028, pp. 2-3.

REVERSION TO PRE-1901 ORGANIZATIONAL SYSTEM WOULD RUIN THE DENOMINATION: "Let the work be woven after the same pattern that it has in the past and it will finally come to naught. God calls for a decided change."--MR 1028, p. 4.
HINT OF DEPARTMENTAL ORGANIZATION: "Every institution should have a voice in the working of the cause in which [it has] an interest. God wants us to come to the place where we shall be united in the work, where the whole burden will not be laid on two or three men."--MR 1028, p. 4.

MANAGEMENT OF THE WORK TO BE OPEN TO ALL: "Those in responsible places are to act in such a way that the people will have firm confidence in them. These men should not be afraid to open to the light of day everything in the management of the work."--MR 1028, p. 7.

"UNIFY" AND "EXTEND" IDEA REAFFIRMED: "It is God's desire that His servants shall be linked together, that every part of His work shall be connected with every other part, all being joined together by the golden links of heaven. "There are to be no kings in our work, no man who will put out his hand and say to God's workmen, 'You cannot go there; we will not support you if you go there.' 'Well! What have they to do with the supporting? Is the means of support theirs? The money comes from the people."--MR 1028, p. 10.

IMPORTANCE OF ELLEN WHITE'S STATEMENTS CONCERNING THE PRINCIPLES OF ORGANIZATION: "God has told me that my testimony must be borne to this conference, and that I must not try to make men believe it. My work is to leave the truth with the people, and those who appreciate the light from heaven will accept the truth. God wants you to make straight paths for your feet, lest the lame shall be turned out of the way."--MR 1028, p. 12.

CALL FOR UNIFIED WORK, OPPOSITION TO CONCEPT OF MONOLITHIC ORGANIZATIONS: [God] "did not wish the medical missionary work to be separated from the gospel work, or the gospel work separated from the medical missionary work. These are to blend. . . . I want to say to you, for Christ's sake unify."--MR 1028, pp. 12, 14.

UNITY OF SPIRITUAL GIFTS--IMPLICATIONS FOR DEPARTMENTAL IDEA: "There is a work to be done, not by standing aloof from one another, but by working on God's principles. The Lord wants you to stand in His strength. . . . [God] wants the medical missionary work and the gospel to be inseparably bound together. His work is to be a united whole. God wants the talents He has given Dr. Kellogg. He wants the talents that are in our institutions to be connected with the management of His work. Committees are to be formed which will have an interest in every part of the work. Then the work will be managed on a higher grade than it has yet been managed."--MR 1028, pp. 14-5.

B. STATEMENTS FROM THE STENOGRAPHIC NOTES TAKEN FROM MRS. WHITES' COLLEGE LIBRARY ADDRESS, APRIL 1, 1901 [Note: Mrs. White's verbatim statements, in some cases, afford an increased impact over the edited version of her statements and for that reason are here included.]

FUNDAMENTAL CONCEPT OF REORGANIZATION: "I would prefer not to speak today, but still not because I have not anything to say, because I have. I have something to say, and the state of things as has existed in our Conference and the leading responsibilities, are not really understood in their influence by themselves or by those that are taking responsibilities in the work. The work has been increasing. It has been growing, and from the light that I have
had for some time, has been expressed, has been expressed over and over again—
not to all there are here—but has been expressed to individuals, and the plans
that God would have all to work from, that never should one mind or two minds
or three minds or four minds, or a few minds. I should say, be considered of
sufficient wisdom and power to control and mark out plans, and let it rest
upon the mind of one or two or three in regard to the field—this broad, broad
field that we have; that we are not coming up to reach that high standard
with the great and important truths which we are handling, that God expects
us to reach.

"There are minds which must be brought into altogether more lively action
than they are at the present time; and in reference to our Conference, it is
repeated o'er and o'er and o'er again that it is the voice of God, and
therefore everything must be referred to the Conference, and have the
Conference's voice in regard to permission or restriction, or what shall
be and what shall not be done in the various fields. Now from the light that
I have, as it was presented to me in figures; and there was a narrow compass
here [drawing a circle on a book with her hand]; there within that narrow
compass is a kingly, ruling power; here the outlets are locked; and the
work carried on all over our field demands an entirely different course
of action than we have had; that there needs to be the laying of a
foundation that is different of what we have had. We have heard enough,
abundance about, Everything must go around in the regular lines. When we
see the regular lines are impressed and purified and refined, and the God
of the Heavens' mold is upon the regular lines, then it is our business to
establish the regular lines."

IMPORTANCE OF 1901 SESSION: "Why, from the light that God has given me.
everything about this Conference should be the most sacred. Why?—Why,
because it is to put ideas and plans and work upon its proper basis, and
this thing has been acted and reacted for the last fifteen years or more,
and God calls for a change."—Transcript. p. 4.

"Our standstill has got to come to an end; but yet every Conference, it is
woven after the very same pattern. It is the very same loom that carries it.
and finally it will come to naught."—Transcript, p. 5.

INSTITUTIONAL REPRESENTATION: "Now this is what we want. and we want that
every institution that bears a responsibility bears a voice in the working
of this cause which they have a decided interest in. And God wants that we
shall every one come into a position where we shall work, that we will not lay
off the burden on two or three men and let them carry it."—Transcript. p. 6.

CENTRALIZED CONTROL AS SELFISHNESS: "Well, to think that this same thing is
going over the very same ideas, the same committees. and here is a little
throne, the king is reigning in here, and others, why, they are all
secondary; when there are minds that are as much sharper, because they
have not been working on this narrow, conceited plan. Why, I feel intensely.
I did not want to talk so, but I dare not hold my peace. I feel this
business, and if you should melt under the tenderness of God and break
your hearts before him, and ever come where you can see things clearly. you
will see God hates selfishness, and when you bring it into His cause, 0,
it makes the crime a hundred fold greater when you bring that selfishness
CONFIDENCE, TITHE-PAYING AND OPENNESS: [God] "has a treasury, and that treasury is to be sustained by the tithe, and that tithe is to be a sacred tithe, and it is to be God's tithe, and that tithe is to be so liberal that it will sustain the work largely, and they are to act in their capacity in such a way that the confidence of the whole people will be established in them, and that they will not be afraid to open everything just as light as day to all that are in connection with the work of God and the people."--Transcript, p. 9.

JAMES WHITE AND REPRESENTATIVE COMMITTEES: "I know my husband used to work hard every way. He would sit down with this man that he thought had good judgment, and that man, and the other man, and the other man—that was when the cause was young. He did not feel that he was capable of carrying the [General] Conference when it was young, but he had these men, these committees that were brought in from places all around. It was not just in Battle Creek, but it was in places, in different places that those who felt the responsibility of the work would go home and feel a larger responsibility of the work to carry it on in right lines, in even lines."--Transcript, pp. 9-10.

A UNIFIED WORK: "When you work on the principles of heaven, you will see the salvation of God revealed. And God wants you to stand in His strength; He wants you to have open the windows of heavenward, and close them earthward. He wants the salvation of God should be revealed. He wants the medical missionary work and the gospel bound up together just as fast and inseparable, and He wants that this work shall blend, and that they should be a united whole with this people. He wants the talent that is in Dr. Kellogg; He wants the talent that is in the school; He wants the talent that is in every institution, to be connected with the management of His work, of His churches. He does not want two or three minds to sit as kings, and the rest of them, why, they must be amenable to these two or three minds. He wants that there shall be committees that are holding a part of every part of His work; and then the foreign missionary work, you will understand, will be worked upon a higher grade than it ever has been working yet."--Transcript, p. 20.

C. RELEVANT ISSUES RAISED AT THE 1901 GC SESSION [BY ELLEN WHITE AND OTHERS]

REORGANIZATION PRINCIPLES GIVEN AT 1891 GC SESSION: "I feel a special interest in the movements and decisions that shall be made at this Conference regarding the things that should have been done years ago, and especially ten years ago, when we were assembled in Conference, and the Spirit and power of God came into our meeting, testifying that God was ready to work for this people if they would come into working order. [Ellen White was given a vision warning against consolidation at the 1891 GC Session]... All who are educated in the office of publication should see there exemplified the principles of heaven. I would rather lay a child of mine in his grave than have him go there to see these principles mangled and perverted. ... That these men should stand in a sacred place, to be as the voice of God to the people. as we once believed the General Conference
to be—that is past. What we want now is a reorganization. We want to begin at the foundation, and to build upon a different principle."—EGW, 1901 GCB, p. 23, 25.

CORE OF DEPARTMENTAL CONCEPT: "Here are men who are standing at the head of our various institutions, of the educational interests, and of the Conferences in different localities and in different States. All these are to stand as representative men, to have a voice in molding and fashioning the plans that shall be carried out. There are to be more than one or two or three men to consider the whole vast field. The work is great, and there is no one human mind that can plan for the work which needs to be done."—EGW, Ibid., p. 25.

ELLEN WHITE NOT GIVEN ALL THE SPECIFICS OF ORGANIZATION: "According to the light that has been given me—and just how it is to be accomplished I can not say—greater strength must be brought into the managing force of the Conference."—EGW, Ibid.

ARGUES AGAINST DEPARTMENTAL "KINGS": "God has not put any kingly power in our ranks to control this or that branch of the work. The work has been greatly restricted by the efforts to control it in every line. . . . There must be a renovation, a reorganization; a power and strength must be brought into the committees that are necessary."—EGW, Ibid., p. 26.

REFERENCE TO COLLEGE LIBRARY TALK OF MRS. WHITE: "A number of the brethren who have been in the city met yesterday in an informal way to consider the matters that have been placed before us today. Sister White was present, and spoke very plainly to us. The members of the General Conference Committee, the Foreign Mission Board, the different institutions, and presidents of Conferences, were present at the meeting. We received substantially the same instruction that has been given us today. We all feel that our only safety lies in obedience, in following our great Leader. . . . Now is the time, brethren, to take hold of this matter of reorganization, and throw aside precedents, tradition, and everything that has so bound us, so we may get hold of the right thing. May God help us for his own name's sake."—A. G. Daniells, 1901 GCB, p. 27.

SOUTHERN DELEGATION INTRODUCES CONCEPT OF UNION CONFERENCES: "Elder Sharp then came forward, and presented the following Memorial to the delegates:—. . . In our study of the situation in the Southern field, we find that there are many circumstances and conditions peculiar to the South which make it desirable that the work of reform which our cause represents should be planned and carried forward by persons who have lived long enough in the field to be well acquainted with its peculiarities and necessities.

"Especially do we find that in the education and training of workers and of teachers, that they should receive their education and training in the field where their work is to be done, for this is not only the most economical way, but it is sure to add greatly to the efficiency of the laborers.

"Such being the case, we believe that a more complete and independent organization of the work in this field, if sanctioned and approved by the General Conference, will result in great benefit to the work—. . .
"In view of this, we suggest that the delegates present take up and act upon the recommendation of the thirty-second session of the General Conference relating to the organization of Union Conferences, which reads as follows:--

"That Union Conferences be organized in Europe and America, as soon as deemed advisable, and that these Union Conferences hold biennial sessions, alternating with the General Conference." [GCB, 1897. p. 215]. . . .

Adopted at a meeting of delegates and representative brethren from the Southern States held in the east vestry of the Tabernacle, April 4, 1901."--1901 GCB, p. 67.

EXPENSE OF OPERATION OF SEPARATE ORGANIZATION NOT THE SOLE CRITERIA: "A. G. Daniells: I am pleased with this thought on the part of our Southern brethren. I believe it is in harmony with the instruction that has been coming to us these many years. . . . But I suppose they have fears that this Conference would question whether the taking of this step would not mean the expenditure of a great deal more General Conference money. . . . I want to encourage these brethren to go on and take this step that should be taken; and I pledge myself, as one member of this Conference, to stand by them, even if it should take more money to go through the two years than they have spent the last two.

"Mrs. E. G. White: That is the right principle. . . . I want to say that from the light given to me by God, there should have been years ago organizations such as are now proposed. When we first met in Conference [1863] it was thought that the General Conference should extend over the whole world. But this is not in God's order. Conferences must be organized in different localities, and it will be for the health of the different Conferences to have it thus. This does not mean that we are to cut ourselves apart from one another, and be as separate atoms. Every Conference is to touch every other Conference, and be in harmony with every other Conference."--1901 GCB, pp. 68-9.

ELLEN WHITE AND LOCALIZED CONTROLLING BOARDS: "While on my journey to Battle Creek, as I have visited different places, I at Los Angeles, asked, Why do you not do this? and, Why do you not do that? And the response has been, 'That is what we want to do, but we must first get the consent of the Board, the members of which are in Oakland.' But, I asked, have you not men here with common sense. If you have not, then by all means transport them. You show great deficiency by having your Board hundreds of miles away. . . . [Local needs] are not to be dependent on a Conference at Battle Creek or a Board at Oakland"--EGW, 1901 GCB, p. 69.

ELLEN WHITE ENDORSEMENT OF PROPOSAL REGARDING SOUTHERN UNION: "In regard to the work in the South, the arrangements which are being made for that field are in accordance with the light which has been given me. God desires the Southern field to have a conference [Union] of its own. The work there must be done on different lines from the work in any other field. The laborers there will have to work on peculiar lines, nevertheless the work will be done. The Southern field must be organized into a Conference. . . . The workers in the South are not to depend upon the Conference at Battle Creek. . . . I want to tell you that I feel hopeful in God regarding this proposition concerning the Southern work. . . . We want to understand that
there are no gods in our Conference. There are to be no kings here, and no kings in any Conference that is formed. 'All ye are brethren.' . . .

New Conferences must be formed. It was in the order of God that the Union Conference was organized in Australasia. The Lord God of Israel will link us together. The organizing of new Conferences is not to separate us. It is to bind us together. . . . Remember that God can give wisdom to those who handle His work. It is not necessary to send thousands of miles to Battle Creek for advice, and then have to wait weeks before an answer can be received. Those who are right on the ground are to decide what shall be done. . . . We must break the bonds which have kept us from going forward."--EGW, 1901 GCB, p. 69-70.

PROPOSAL FOR SOUTHERN UNION VOTED: "The question of the adoption of the Memorial by the Conference was put, and carried unanimously."--1901 GCB, p. 71.

EGW ON IMPORTANCE OF 1901 REORGANIZATION: "This meeting will determine the character of our work in the future. How important that every step taken is taken under the supervision of God. This work must be carried in a very different manner to what it has been in the past years. . . . From the light God has given me, there must be a decided change in the management of things at the heart of the work. . . . It is not in His order that two or three men shall plan for the whole Conference, and decide how the tithe shall be used, as though the tithe were a fund of their own. . . . Those who have worked upon wrong principles are amenable to God for the condition of the work in foreign fields. . . . We desire that at this meeting the work shall be so established that no such thing shall take place again. Two or three men, who have never seen the barren fields, where the workers have had to wrestle with all their might to advance an inch, should not control matters. . . . The work is one. Do not think that because you are here in Battle Creek, God is not supervising the work in any other parts of the field. . . . I promised the Lord that if I ever stood before the congregation in Battle Creek again, I would speak the truth just as it is. I might write it, and have written it, but it was like water spilled upon a rock. Now that I am here, I intend to keep the matter before you day by day during this conference. . . . I mean to bear a clean-out testimony, and to bear it to all who have lost their bearings. I want them to know just where I stand."--EGW, "In the Regions, Beyond," April 4, 1901. 1901 GCB, pp. 83-6.

A. G. DANIELLS OUTLINES THE ORIGIN OF THE DEPARTMENTAL IDEA IN AUSTRALIA: "In New Zealand we organized a Conference, which consisted of the Conference, the tract and missionary society, and the Sabbath-school Association—three branches, the same as we carry on in this country. After we had been operating for a while, we understood from the light given [through Mrs. White], that we must simplify our organization, so as to have as little machinery as possible. Instead of having so many men at work running the machinery, we were to keep them in the field. This led us carefully to consider our organization. At the beginning of 1894 our attention was called to another organization that we were urged to have. It was the Religious Liberty Association. Up to that time we had not felt free to change our form of organization; but when we were asked to put another cog-wheel in the machinery, we heaved a sigh, and hesitated. We looked the matter over, and took the position that we had all the machinery we could possibly operate. We did not have any more energy to spend on machinery. So we
decided we could not organize a Religious Liberty Association. We want all our ministers to have true religious liberty, and we want them to preach it to the people. But we want all of them to be a part of the Conference. So we did not organize another association.

"This led us to consider the matter more closely, and finally we made up our minds that the tract society was a separate organization and that the work of the tract society could take its place by the side of the religious liberty work. So we merged it into the Conference. We cut it out, and placed all that pertained to missionary work and tract society work in the church, in the hands of the people, and in the hands of the Conference Committee, to deal with the same as other evangelical work.

"We did not stop with that. We took out the Sabbath-school machinery. We set that aside with the rest, and put the Sabbath-school work into the hands of the people, and the church and the Conference Committee with the rest.

"We did not put aside the Sabbath-school interests. We did not put aside the missionary interests and work. We did not put aside the religious liberty interests. We did not do away with all organization. We only tried to simplify the work, and thus save labor, and create speed, without friction.

"We selected the best person we could get in the State as Sabbath-school secretary. We made it simply a department of the Conference. Its secretary was asked to bring all Sabbath-school matters before the Conference Committee in their meetings, and to report that work in the annual Conferences. It was the same with the tract society work. . . . We carried this same plan right into our Union Conference organization. When we came to that, we made up our board [Union Conference Committee] of men representing these [various] interests. . . . In addition to these [Conference] presidents, we put on our board representatives of other important branches of work. . . . And so we have the evangelical, medical, educational, and publishing interests all represented on our general committee. . . . Then, in addition to these men, we placed on the committee one, two, or three, as the case might be, brethren who were not holding responsible positions, but were lay brethren, who might be help as counselors."--A. G.Daniells Statement. April 5, 1901. 1901 GCB, pp. 89-91.

DEVELOPMENT OF UNION CONFERENCE IDEA AT 1901 GC SESSION: "Since the steps taken by the Southern District to organize into a Union Conference, the subject has been more or less agitated in all the other districts. At eight o' clock, the morning of the 7th inst., the delegates from Districts 5 and 6 met in two of the Tabernacle vestries, and took initial steps toward organizing their districts into [Union] Conferences. When their work matures, reports of the same will appear in the minutes of the Conference."--Editorial Statement. 1901 GCB, p. 113.

ELLEN WHITE AND THE CENTRAL CONCEPT OF THE DEPARTMENTAL IDEA: "I have tried to carry forward the medical missionary work and the gospel. These two [medical and evangelical] are united, and should never be separated, because Christ did not separate them."--EGW, "Will a Man Rob God?" 1901 GCB, p. 126.
RECOMMENDATIONS DESIGNED TO UNIFY OVER-ALL WORK: "Your Committee on Organization present a partial report, recommending... 4. That in the framing of constitutions and working plans, provisions be made for the use by the district [Union] organizations that are strong financially, of such a part of their income only as is necessary for the administration of the district union Conferences, and that the plans be forwarded to the General Conference for the maintenance of its administration, and to assist weaker Conferences and missions."--1901 GCB, p. 139.

J. H. KELLOGG AND CONCEPT OF SEPARATE INTERESTS: "Our sanitarium work has only just begun. You need not think, my friends, that it is getting too big. Some people have been thinking that this right arm is getting so big that something has got to be done with it... Suppose a man comes with weak legs, and large, strong arms, must we paralyze his arms, and thus partially destroy their power, so that they will match his legs?... At the present time we have twenty buildings at the Sanitarium. In addition to that we are occupying eighty cottages, besides the south dormitory of the college. I say we are occupying eighty buildings around town, which we rent, and we own twenty buildings at the Sanitarium. And they are all crowded full... We have a medical college, as you know,—the American Medical Missionary College; and this college is supported by the Sanitarium. The Sanitarium undertook to carry it. Have you heard of any other institution anywhere that has undertaken to organize a college and support it?... This college is purely a missionary school, and nothing else, and it has been started by the Sanitarium as a missionary enterprise. We hope that in doing that thing we have set a good example to some other money-making institutions. I do not know any reason why the publishing house is not just as well prepared to organize a college, support a missionary training school, as the Sanitarium; and I would like to see every one of our leading publishing houses do that thing. If the publishing houses would simply take this thing up, they might do it just as any other kind of mission. They can train missionaries just as well as the Sanitarium can train them. They can be teaching the people the printers' trade, and make missionaries of them; and when they go into a foreign field, they can have a trade with which they can earn their way, while organizing and supporting the work... In my opinion, this is a thing we have neglected more than anything else. It is a thing that has been almost absolutely neglected; and if it were not for the fact, today, that our sanitariums are carrying on missionary training schools and the Medical Missionary College, there would not be any such thing in the denomination... Long before we began, I made an earnest appeal to the General Conference to start a training school for nurses, but could not get any encouragement. But we made a start. We would have combined with the Battle Creek College to do part of the teaching, that we might start a missionary training school together. The brethren said it would not do—that we must ask the General Conference for permission to do it. We asked the General Conference, and the Conference said they would have nothing to do with it; so we never had it. We might have had it for ten years just as well as not. We never would have had a training school—never would have started one—if we had not been compelled to have it. If we could have got our brethren to combine with us in a training school for the preachers, and for doctors, and for nurses, and for Bible workers, altogether—that was what we struggled for for three years. So to have a training-school at all, we had to have one all our own.
In our medical college we teach science and medical training; we teach everything that any other medical college does, and much more. It is not a Seventh-day Adventist college. We do not teach Seventh-day Adventism there. . . . It may be a matter of interest, perhaps, to you to know that these 489 persons [sent out as missionaries in the past two years from the American Medical Missionary College] who have received this training, has not cost the General Conference, or any State Conference, or the Foreign Mission Board, or the International Tract Society, or any other association one cent."--J. H. Kellogg, "Michigan Sanitarium and Benevolent Association." April 8, 1901. 1901 GCB, pp. 143-44.

A. G. DANIELLS AND CORE OF AUSTRALASIAN UNION ORGANIZATIONAL IDEA: "An effort has been made with some success to cover the entire field, and build up all branches of the work. No one Colony nor line of work has been pushed to the neglect or injury of any other."--A. G. Daniells, "Biennial Report of General Conference District 7 [Australasian Union]." 1901 GCB, p. 165.

MEDICAL WORK AS AN EXAMPLE OF THE MONOLITHIC ORGANIZATIONAL STRUCTURE OF THE 1890s: "This [International Medical Missionary and Benevolent] Association has charge of the medical and benevolent work of the entire denomination, and it has the power of the entire denomination in it; for it has all the presidents in it, and the whole General Conference in it, and it has something more in it besides. And so you see it is competent to deal with any question that needs to be brought forward in relation to medical missionary work. There is no question that this Association can consider that it needs to refer to the General Conference Committee or the General Conference, because it is the General Conference, and the Medical Missionary Association. We have, therefore, a responsibility on our shoulders to do the right thing, and to know what we ought to do."--J. H. Kellogg Statement, 1901 GCB, p. 172.

"W. W. Prescott: There are more persons in the employ of this [medical] association in its various departments of work, than in the employ of the whole General Conference. Is that correct?

"J. H. Kellogg: The number is nearly 2,000 now.

"W. W. Prescott: There are 1,500 in the employ of the General Conference."--1901 GCB, p. 178.

ELLEN WHITE AND THE DEVELOPMENT OF ALL BRANCHES OF THE WORK: "Our institutions [should] now stand as God declared they should stand, helping the work by self-denial and self-sacrifice. The brethren in Scandinavia should be helped by their brethren in America. If, years ago, when money was brought into the treasury because the people had confidence in the leaders, believing that the means would be properly handled, the work had been carried forward in even lines, if the money had been used in foreign fields, the work in Europe would not be where it is today. . . . When a few men, steeped in selfishness, work from selfish purposes, the whole cause is swayed in selfish lines. . . . The most selfish thing mortals can do is to establish centers, neglecting to plant the seeds of truth in the destitute portions of the vineyard. There are in our work today congested centers, while the field stands before us as barren waste. God is going to help us to change this order of things. This is what we are trying to do here. . . . Remember that Battle Creek is not
the whole world."--EGW, "The Need of Missionary Effort," April 9, 1901.
1901 GCB, pp. 183-84.

COMPOSITION AND FUNCTION OF GENERAL CONFERENCE COMMITTEE: [Recommendations of Committee on Organization] "5. That the General Conference Committee be composed of representative men connected with the various lines of work in the different parts of the world. 6. That the General Conference Committee, as thus constituted, take the place of all the present general boards and committees, except in the case of the essential legal corporations."--1901 GCB, p. 185.

TEMPORARY MEASURE BECAUSE MEDICAL WORK NOT BROUGHT INTO DEPARTMENTAL CONCEPT:
"7. That the General Conference Committee consists of twenty-five members, six of whom shall be chosen by the Medical Missionary Association, and nineteen by the General Conference. . . . W. W. Prescott: If this Conference were properly organized, so that all departments of our work were proportionately represented here, we should not bring in this report recommending that the different associations be elected a part of this [General Conference] committee."--1901 GCB, p. 185, 187.

DEPARTMENTAL CONCEPT: "A. G. Daniells: If these general associations are dropped, then the General Conference will have a Sabbath-school department. I suppose they will select the best person they can find in the denomination, to look after that line of work, the details of which must naturally be looked after to keep the work all astir. So with any other line of work that needs special attention."--1901 GCB, p. 188.

DEPARTMENTS TO UNIFY WORK: [Recommendation 7 as temporary provision to represent medical work on GCC] "W. W. Prescott: If this Conference were properly constituted, so that the various lines of work could be proportionately represented in this body, this recommendation would not be made, as it would be unnecessary. Until the Conference is properly constituted this will be a temporary provision to bridge over a present difficulty.

"In order to have a proper representation, we have two bodies--the General Conference and the Medical Missionary Association, in order to get one Conference.

"W. C. White: I think the position is obvious. We have had presented before us for years the duty of our entering unselfishly into this work, and we have been slow to do it. Now the question is, Can we not, by some resolution, do away with all our prejudices and lack of information regarding this line of work, which we ought to have gained through several years of cooperation. I do not think the resolution will do it. I think you will all agree with me in the opinion that the only thing which will do it is that mentioned in one of the Testimonies regarding this conflict of interests, which says that the controversy would never end until our brethren in the field unite in the work, and carry forward these two lines of work together [medical and evangelical]. Until then there will be no hope of the controversy at headquarters being settled. Now, brethren, let the two years before us mark that union in the field which will make it possible for a perfect union at headquarters. Meanwhile let us give the medical men the opportunity which this provides for, to enter into our
councils, and so help us to understand that line of work which we have neglected. . . .

"E. G. White: . . . "I am ready to say to you today that I am in harmony with the resolution. . . . I am fully in favor of this resolution, because I know that medical missionary work is the gospel, in practice, and, as the Lord has declared, is never, never to be separated from the gospel ministry. . . . Our hearts need to be cleansed from all that has led to separation, to the speaking of words which would not have been spoken if men had sincerely tried to see what the medical missionary work is really doing. Medical missionary work, ministering to the sick and suffering, can not be separated from the gospel."--1901 GCB, pp. 202, 205.

CHAIRMANSHP OF GENERAL CONFERENCE COMMITTEE: "W. C. White: It seems to be the mind of this Conference that responsibility shall not be centralized and fixed upon a few individuals for a long period. Times change; the necessities of the cause call for men to change the character of their work, and their place of operation. It seems to be for the advantage of the work to allow this committee, which will be a thoroughly representative one, to choose its chairman, its secretaries, its treasurers, its committees, and agents; then if the necessities of the cause demand that any of these officers shall change their work they are in a position to resign, when their comrades on the committee may fill their places. It is quite possible that a sentiment will be created, or a sentiment that already exists may manifest itself, that no one should be chairman of this committee for a period of more than twelve months at a time."--1901 GCB, pp. 205-06.

1901 CONCEPT OF RELATIONSHIP OF GCC AND DEPARTMENTS: "The Committee on Organization suggests the following working plans for the General Conference Committee: . . . As soon as consistent after its election, the Executive Committee of the General Conference shall organize by choosing a Chairman, Secretary, Treasurer, and Auditor, whose duties shall be such as usually pertain to their respective offices. It shall also elect departmental committees and appoint departmental secretaries and agents for the supervision of the home and foreign mission, the Sabbath-school, tract society, and religious liberty work; and also--1. A Pastoral Committee . . . 2. A Finance Committee . . . 3. An Educational Committee . . . 4. A Committee on Literature . . . W. C. White: The thought of the committee [on organization] was that these departmental committees would be made up partly from members of the General Conference Executive Committee, and partly from Conference persons outside."--1901 GCB, p. 219.

FOREIGN MISSION WORK AND GCC: "I. H. Evans: The desire of the [Reorganization] committee is to change the administration of the foreign mission work, from a separate and distinct board, to the supervision of the General Conference Committee. This may be liable to arouse our fears and suspicions, unless we have confidence: so we will consider just the bearings and relations of this.

"We anticipate having a large committee, who will have general supervision of all our work everywhere. The design is to group under the management of this larger committee the various departments of our work."
"This committee of twenty-five will have a general supervision of the work everywhere throughout the world. But it would have no specific work, no locality to operate in, unless the Foreign Mission Board should give it its territory in the United States and Canada; we have already organized the work in Australasia; we have also organized the Union Conference on the European field.

"If the Foreign Mission Board holds all unorganized territory, and we have Union Conferences in all organized territory, what has our large committee of twenty-five to do for territory? You see they really would be without a specific field.

"Then, besides, if we group all other branches of the work under the management and direction of this large committee, it would be rather lonesome business for the Foreign Mission Board to stand all alone and endeavor to operate. The General Conference Committee would have supervision of all other lines, while this one board would be trying to secure funds in organized territory, and would perhaps never have the hearty cooperation of this general committee, as it would have if the work were directly under their supervision."--GCB, p. 226.

LOCALIZED CONTROL OF INSTITUTIONS: "I. H. Evans: I think probably we will find that the future management will prefer to delegate to the Union Conferences and foreign mission fields the supervision of all property in their territory, as soon as they become organized so that they can hold it, and in that way they will place the responsibility of the management of these institutions upon those who are in the field and on the ground, which will be a much wiser policy than to try to hold them by a corporation many thousands of miles away [as was the present policy]."—1901 GCB, p. 226.

A. G. DANIELLS AND CENTRAL THRUST OF 1901 REORGANIZATION: "The plan of organization of the General Conference is simply an enlargement of the plan for the organization of State Conferences and the Union Conference. We ought to simplify our machinery for transacting our business. It seems to many that we have multiplied organizations and boards and institutions until the talent of this denomination is to a large extent withdrawn from the field, and placed over the machinery to keep it running. Multiplying boards of two or three or four men to run the particular lines of work does not necessarily or naturally increase the efficiency of our management. The desire of the committee has been to have as few wheels in the machinery as possible. We must have as many laborers of this denomination in the field in personal contact with the masses, preaching the gospel to them, as we possibly can. In Australasia we cut out the State and Union Sabbath-school associations, tract society organizations, and religious liberty associations, so that we have but one organization, and that is the Conference. The Conference did not do away with the work of those different lines, but appointed secretaries to look after those lines of work and to report their work to the State Conference Committee and to the Conference at its annual meeting. That plan has worked splendidly, and given good satisfaction. One board has been able to do the work in all those lines, by the aid of committees and secretaries, that three or four boards had done before.

"Heretofore there have been three boards--the General Conference Committee, the Foreign Mission Board, and the Medical Mission Board--all working
on missionary lines. It seemed to observers that this was unfortunate. It appeared that instead of having three boards in the territory going here and there for workers and money to do nearly the same work, there should be but one general board. If it should be the General Conference Committee, let them take the field, and have a free hand. I hope the time will come when the Medical Missionary Association, operating on missionary lines, will drop into this, and let the one board do for the entire field. I believe the day is near when only one grand, evangelical missionary board will occupy the field.

"When we formed our Union Conference, we carried the same plan into that, but simply expanded it, making the same organization cover all Australasia. The Union Conference Committee selected its Sabbath-school secretary, its missionary secretary, and its religious liberty secretaries. And, further, it appointed its medical missionary secretary and superintendent, so that we have but the one organization in Australasia. One board with the aid of these secretaries, carries on the entire work. And I want to tell you that after our experiences, we would not go back and multiply boards to do that gospel work under any consideration. We had instruction from Sister White all the way along, at every step we took, to form that simple organization that made us believe that we were on right lines, and the experience that we have had has fully justified our confidence in the source of instruction that came to us. Your committee during this meeting have sought counsel, and have endeavored to follow instruction, and we have tried to step from the Union Conference to the General Conference, and expand the plan. We endeavored to step up from the Union Conference to the General Conference, or the World's Conference.

"We talk about the General Conference, but we have never had a General Conference. We have had a North American General Conference, or a North American Union conference, but we have not had a world's General Conference. In this new arrangement, it appears to me that we have the broadest, the most efficient, and the most workable General Conference that this denomination has ever had. Somebody spoke about this Conference being here in America and being wrapped up in the affairs of America. If Union Conferences are organized, a thousand details will be taken from the General Conference Committee, and placed in the hands of the local men, where they belong. They do not belong to the General conference. I trust that the day is past when the General Conference will have its eyes centered upon the affairs of the United States. The day has come for the General Conference Committee to turn its eyes outward, and look at the great, wide world, and to study it, plan for it, and work for its evangelization. . . .

"My idea is that the General Conference Committee should leave the details of the affairs of America in the hands of the Union Conferences. They should only deal with the questions that are general and that refer to the whole world. Of course America is a part of it, a little bit of it, and must have a little attention from this General Conference, but the world must have the attention of this Conference Committee. And so it seems to me that this Committee of twenty-five, representing all the districts or the Union Conferences of the world, the medical missionary work, the publishing and educational interests that cover all the lines of this denomination that
are being carried on today, should be permitted to appoint its secretaries."
--A. G. Daniels Statement, 1901 GCB, pp. 228-29.

KELLOGG MOVE TOWARD UNITY[?]: "Now, I want to make this suggestion: That as the General Conference has voted to allow the Medical Missionary Association to elect six members to represent the work on the Executive Committee of the Conference, this association authorize the board of trustees of this association to turn over to the General Conference all the medical missionary work in foreign fields, with the understanding that the General Conference will organize a board or committee in which the medical missionary interests will be properly represented."--J. H. Kellogg Statement, 1901 GCB, p. 315.

KELLOGG CONCEPT OF CENTRALIZED CONTROL: "In order to bind our different sanitariums together, the Medical Missionary Board has devised this plan, that instead of creating an entirely independent corporation wherever a sanitarium is organized, as at Spokane, etc., that there shall be auxiliary associations established, tied to this central body. And there are two knots that are tied: One is that the persons elected to these offices are nominated by this association at its biennial or annual meetings, and elected by its elective body. And no person can be a member of the elective body of one of these smaller institutions unless he is nominated by this body for that purpose. Then the board of trustees, in some instances at any rate, are nominated by this body, the Medical Missionary Board. So there are two great ties. It is impossible for these institutions to exist without this body, and to maintain their corporate life without this corporation. It is just like two cog-wheels, one working right into the other."

"This prevents the possibility of an auxiliary association seceding. It is important that this should be done, because when a new sanitarium is started, the old Sanitarium, here at Battle Creek divides its reputation, and its patent foods, franchises for the carrying on of the food business are supplied, and various other matters of financial value are turned over to them. There are various patents employed in connection with our sanitarium inventions, etc., that are patented. These are all turned over free to any association that organizes itself in such a way that it never can be turned over to a selfish interest. The purpose is to keep the association forever doing what it sets out to do, and to keep it in line with this association, so that it can not get away. That is the whole purpose of this arrangement. . . ."

"I want to ask this body [International Medical Missionary and Benevolent Association] to take a vote adopting this mode of procedure, and recommending that it shall be continued, and that all the sanitariums organized and incorporated shall be incorporated on a similar plan, so that they shall be tied to this body, and thus prevent their starting off on a tangent, and becoming absorbed into any purely local or selfish interest. It seems to me that this is very important.

"You know how it is with your Conferences. One of your local Conferences may secede, and if so, it would carry off all the property of the denomination in it.

"You are organizing Union Conferences at the present time, and propose to consolidate and unify your work. The International Medical Missionary
and Benevolent Association started out on that plan from the beginning so to organize these sanitariums that they would be forever joined to this institution, and be daughters of this association, and all tied together in a sisterhood of sanitariums, not one of which could possibly get away, and carry off its property and franchises with it. It seems to me this is proper. Have you any motion to make with reference to this action on the part of the board of trustees? If we should allow every sanitarium or any little local interest, any Conference or church, to get together and organize a sanitarium, and call themselves after the Battle Creek Sanitarium, and after the name of this denomination, and give out to the world that they were doing the same things that we are doing at Battle Creek and all the other sanitariums, you can readily see they might build a personal interest which some man would carry off sometime. It is highly important that these financial interests should be guarded.

"In the case of a church organization, nobody can make any money out of it. In the case of a tract society, no one will make any money out of it. But in the case of a sanitarium it is very different, because sometimes money can be made out of a sanitarium; and in the case of the food business, it can be made a very lucrative business at times, as can other things connected with these enterprises. You can readily see that it is important that there should be no temptation placed before selfish men to divert these things into some personal interest or selfish plan. Can not we pass some resolution approving of this plan, asking the Medical Missionary Board to see to it that all the sanitariums organized and carried on as auxiliaries and under the name of the Battle Creek Sanitarium, shall be connected with this association by the method which has been explained to you here, or by some other method which is equally efficient. I submit this proposition to you.

"Dr. O. M. Hayward: I believe this is a wise plan, and I make a motion that it is the sense of this body that this plan be adopted universally." [It was unanimously approved]--J. H. Kellogg Statement, 1901 GCB, pp. 315-17.

J. H. KELLOGG AND SIGNING OF MEDICAL MISSIONARY DECLARATION: "J. H. Kellogg: I would like to say a word regarding the missionary declaration. I would like to have the sense of this body on the question. When a nurse comes to a sanitarium, should he be asked to declare his intention to be a missionary before he is received as a student? Has anyone a resolution upon this question?

"Dr. J. M. Craig: "This declaration is one that has been published for years in the announcements of the Sanitarium Medical Missionary Training School for nurses. I believe that identically the same declaration is required of medical students before being admitted to the Medical College. The recommendation is as follows:--

"'We recommend, That all applicants for admission to any of the medical missionary training schools, under the supervision of this association, be required, before entering the same, to make the following MISSIONARY DECLARATION:

"'I hereby express my intention and determination to devote my life to medical missionary work, having made the matter a subject of careful
consideration and earnest prayer, and believing that it is the will of God that I shall thus do.

"I also hereby place myself under the supervision of the International Medical Missionary and Benevolent Association for the purpose of receiving such training and other preparation for the work of the Medical Missionary as may in the judgment of the Executive Board of the Medical Missionary and Benevolent Association, be deemed proper and necessary to fit me to perform successfully such medical missionary work as may be assigned to me, and for direction and supervision in the work when I shall be prepared to enter upon it, at such time and place as providence may indicate to be duty, and the board shall advise.' . . .

"J. H. Kellogg: It is the purpose of the declaration to keep people out who do not belong in. That is the whole purpose not to gather a great number of people in, but to keep unworthy people out. . . . The Medical Missionary Board does not wish to rule anybody; but when it finds a man that God has called to do something, the Medical Missionary Association in its line simply takes hold and helps him. It considers that its province is to be a helping board, and not a ruling board. Three fourths of all the questions that the missionaries wrote in about, we tell them that they must let the Lord decide." [The resolution passed unanimously. Ellen White would later oppose this and the previous Kellogg concept]--1901 GCB, pp. 317-19.

W. W. Prescott on Inner Reorganization: "Our minds have been busily occupied during the last week formulating plans for organization, and my own spiritual sense has said to me that we have been losing ground in the work of organization. Do not think that it will be by change of plan, by change of administration, by a new way of doing things. The change that is needed is a complete change of heart. When a complete change of heart comes to God's ministry, the power that is in that will sweep away all these extraneous things. Christ did not have to call his people together, and tell them that their method of organization was wrong, and that He had new plans by which to work. But He went forth with the power of the truth, and the power of truth swept away those things. It is not in this outward form and plan of operation. That is all right, it ought to be changed; but if our minds are resting upon that, the work will not be accomplished that way."--W. W. Prescott Sermon, April 15, 1901. 1901 GCB, p. 322.

General Conference and Union Conference Statement of Purpose: [This statement appeared in the 1901 GC and Union Constitutions] "The object of this Conference shall be to unify and to extend to all parts of the world, the work of promulgating the everlasting gospel." [The departmental idea seemed designed to unify the various branches of the work while the union idea seemed designed to extend it by disseminating decision-making authority]--1901 GCB, p. 378.

1901 GC Session Summarized: "To sketch the inner history of the Conference just closed, would require the skilled pen of heavenly inspiration. Even that which has been apparent to beholders, has challenged their admiration to the verge of incredulity. From rumors that thickly flew across the horizon of every part of the field, a few weeks ago, hardly a delegate appeared at this session who did not anticipate worry, and even disaster more or less serious.
Whispers of disintegration were borne from ear to ear, and speculation as to the final result were rife.

"In view of this condition of things, the Conference opened with some apprehension. . . . As the Lord revealed His will, the united demand was for a complete reorganization of the work on a more equitable basis. Defects were discovered in the old plan, which separated between the medical and evangelical branches of the great message of truth for the last days. So serious, indeed, were these defects that they threatened the very life of the organization. There seemed no other way, but to reconstruct the organic powers of the body so that the two great branches of the same work might naturally intertwine, and become one, to all intents and purposes. . . . As the opportunity was thus presented for each cabal to look beyond the narrow limits of its own imagination, there was revealed such a different condition of things that each seemed to wonder why he had so long permitted his view to be thus obscured. . . . Thus closed the meeting which marks a new era in the history of Seventh-day Adventists and the work God has given them to do."--Editorial Statement, 1901 GCB, pp. 457-58.

CLOSING STATEMENT OF ELLEN WHITE: "I earnestly hope that those laboring the fields to which you are going will not think that you and they can not labor together, unless your minds run in the same channels as theirs, unless you view things exactly as they view them. This is a very wrong idea. Are there any two leaves on a tree alike? You can find no two precisely alike. So it is with us. None of us have exactly the same experience, and yet each one of us may have a very precious experience. Let each worker remember that he has an individuality of his own, and that this individuality is not to be submerged in any other human being. That individuality is to be sanctified, purified, refined, but it is not to be lost in the individuality of some one else. . . .

"Wrongs--serious wrongs--have been committed in Battle Creek. I did not know how we would get along at this meeting. The Lord gave me instruction regarding this. . . . Who do you suppose has been among us since this Conference began? Who has kept away the objectionable features that generally appear in such a meeting? Who has walked up and down the aisles of this Tabernacle?--The God of heaven and His angels. And they did not come here to tear you in pieces, but to give you right and peaceable minds. They have been among us to work the works of God, to keep back the powers of darkness, that the work God designed should be done should not be hindered. The angels of God have been working among us. . . .

"The Lord knew our needs, and sent us food which has given spiritual strength and light, showing us how we should work. We have been trying to organize the work on right lines. The Lord has sent His angels to minister unto us who are heirs of salvation, telling us how to carry the work forward. . . .

"I was never more astonished in my life than at the turn things have taken at this meeting. This is not our work. God has brought it about. Instruction regarding this was presented to me, but until the sum was worked out at this meeting, I could not comprehend this instruction. God's angels have been walking up and down in this congregation. I want every one of you to remember this, and I want you to remember also that God has said that He will heal the wounds of His people."
"Press together. press together. Let us be united in Christ. God is dishonored by disunion."--EGW, 1901 GCB, pp. 462-64.

IMPORTANCE OF COLLEGE LIBRARY ADDRESS OF MRS. WHITE: "O. A. Olsen: I was made glad in the very first meeting that we had up here in the College library. when the Lord, through His servant. spoke to us there, giving reproof, instruction, and correction."--1901 GCB, p. 471.

D. 1901 GC REORGANIZATION (STENOGRAPHIC NOTATIONS) [Note: This section contains some relevant materials that were stenographically taken at the 1901 Session, but were not fully reported in the published bulletin.]

FOCUS UPON A UNIFIED APPROACH TO THE WORK: "Geo. F. Watson: Elder Daniels, before you get off that point. I want to ask a question. I should judge. from what you have said, that your medical men in your conference [Australasia Union] are in sympathy with the conference enough to have their membership there and pay their tithes there.

"A. G. Daniels: Yes.

"Geo. F. Watson: I wish it were so in America; it would teach us something.

"A. G. Daniels: I will tell you a little secret, and make it open. When our medical workers came to us. we put both arms around them. and said, 'Come to our bosoms.' They said. 'All right; you shall have our membership and our tithes.'--April 5, pp. 56-7.

ILLUSTRATION OF THE OLD AND NEW CONCEPTS OF BRANCHES OF WORK: "A. G. Daniels: The following questions have been handed in: 'Is there any material difference between the organization and working of the colonial [Australasian] Conferences and the State Conferences in America?' I do not know whether all the State Conferences are working on the same lines. but when I left America I was working in the State of Iowa. Then our organization, the Iowa Conference, was composed of its committee. and its officers complete. and we had the Iowa Tract and Missionary Society with a full board of officers. and a Committee complete. and the organization was as full as the Iowa Conference. We had the Iowa Sabbath-school Association with a full set of officers and full organization. as full and independent as the Conference was, making three full boards operating in the field. In Australia we have but one board, the New South Wales Conference; one set of officers. and one committee."--April 5, p. 66.

LOCALIZED AUTHORITY--UNSELFISH INTERESTS--EXTENSION OF WORK CONCEPTS: "Your Committee on the More Equal Distribution of Funds respectfully submits the following recommendations: 1. We recommend to our Conferences. as far as they are able and consider that it would be a blessing to do so. to pay a second tithe to the general cause for its mission work. 2. We further recommend to such Conferences as are able and willing to do so. that they send a number of their laborers into the mission field and support them there. operating as far as consistent through the Boards having charge of the different fields to which the laborers are sent. . . ." [Both recommendations were adopted.]--April 9, p. 50a.
"We think if some of the States would contribute a man or several men, and pay them from their tithes, the State would not be poor, and when it sent its workers out, it would not have to support them at home; and it would take the very funds that would pay them at home, and simply continue their work in another field; so the State would not be financially worse off, but they would simply give other needy fields the benefit of labor of the individual worker."--April 9, p. 51.

1901 REORGANIZATION AND BROADENING REPRESENTATION ON GENERAL CONFERENCE COMMITTEE: "A. G. Daniells: There is a question I should answer, presented by Brother Ziegler: 'Will the officers, the presidents, of the Union Conferences be members of the General Conference Committee by virtue of their office, or by the election of this Conference?'

"Now I suppose in fact they will, by this arrangement, be officers by virtue of their office. Now this is the reason: we are aiming to make this General Conference Committee broad. We are endeavoring to carry out the instruction that has come to us [through Mrs. White] that our General Conference Committee should be larger, and more representative, and that it should bring in many minds, more minds, into its working and its operation. Now one of the steps is to arrange that all the districts, all the fields shall be represented; and so these presidents of the Union Conferences who have been elected by the people, and are the representatives of the people, provision is made that they shall be members of the Committee."--April 10, pp. 49-50.

DISCUSSION CONCERNING PRESIDENCY OF GENERAL CONFERENCE: "C. L. Emmerson: Brother Daniells has just told us that this General Conference Committee will have power to organize itself, and to appoint its chairman. I thought that by virtue of his office, the president of the General Conference was chairman of the General Conference Committee.

"The Chair: That is the way of getting the president.

"C. L. Emmerson: That is just what I wanted to learn--has the Committee power to elect the president of the General Conference?

"The Chair: That is it.

"W. W. Prescott: If I may be permitted to, I would like to read one sentence from a Testimony that was given to this Conference four years ago in College View: 'It is not wise to choose one man as president of the General Conference.'

"H. C. Basney: Would it not be taking the power to elect the president of the General Conference, out of the hands of these delegates, if this Committee can elect its own chairman? If this is the way it is to be done, it appears to me as though more power will be concentrated in this Committee than ever before. I can not see any light in it at all. . . .

"A. G. Daniells: Perhaps it would be proper to say in reply, that the point in that [Testimony?] is this: Instead of selecting one man whom we call president of the General Conference, and electing him to that office to stay there for two or four years, as the case may be, holding him there
to that line of work, that be left to the Board of twenty-five men elected as a Committee; when they get together, they appoint a chairman to act for a year. It is supposed, I presume, that there will be a general meeting of this Committee at least once a year; that they elect their chairman to act, and he will be the chairman of the board during that time. They can elect another chairman at the end of the year, if they think best. If a man's health or a man's abilities, or anything pertaining to these things seem to require, they can change their chairman during the period.

"A Delegate: I would like to ask why you say 'one year'?

"A. G. Daniells: It could be one year, or two years. It could be done whenever they have their general meeting.

"A Delegate: I would like to have that statement that Professor Prescott read, read again.

"W. W. Prescott: The expression I read was part of a Testimony sent to the General Conference of 1897, and read during the College View meeting. It is found in printed form in 'Special Testimonies for Ministers and Workers,' No. 8. The entire paragraph reads as follows:--

"'As a people we should study God's plans for conducting His work. Wherever He has given directions in regard to any point, we should carefully consider how to regard His expressed will. This work should have special attention. It is not wise to choose one man as president of the General Conference. The work of the General Conference has extended, and some things have been made unnecessarily complicated. A want of discernment has been shown. There should be a division of the field, or some other plan should be devised to change the present order of things.--Special Testimony for Ministers and Workers, No. 8, pp. 28-9.'

"Watson Ziegler: I think that in choosing these various presidents of the different organizations, in harmony with that instruction, [it] has been carried out. I think that was the purpose in choosing the presidents of the various organizations at that time, and in choosing presidents of the Union Conferences at the present time. I do not understand that that Testimony has reference to choosing a presiding officer for this General Conference Committee."--April 10, pp. 58-61.

MEDICAL WORK NOT REALLY INCORPORATED INTO DEPARTMENTAL ORGANIZATION OF 1901:

"R. F. Andrews: I would like to know why these six [members of proposed General Conference Committee] are to be chosen by the Medical Missionary Association. . . .

"W. W. Prescott: If this Conference were properly constituted so that the various lines of work were proportionately represented in this body, this recommendation would not be made, as it would be unnecessary. And the General Conference ought to be constituted so that it would not be necessary. But it is not. Now, until it is properly constituted, this is a temporary provision to bridge over what is considered to be a wrong. When that wrong is righted, we shall be very glad to throw away the bridge. Does that make the matter clear to Brother Andrews?
"R. F. Andrews: It does not seem to me that that would relieve the difficulty. It seems to me if the General Conference is to be made right, it ought to be gotten right now, that we ought to take hold of the medical missionary work as we do the other part of the work.

"W. W. Prescott: As Brother Andrews suggested, this work ought to be properly constituted now. By the report of the Medical Missionary Association, they employ two thousand workers, while the General Conference employ but fifteen hundred workers. Those two thousand workers have not any proportionate representation in this Conference. Therefore, in order to have a proper representation, we have two bodies, the General Conference and the Medical Missionary Association, in order to get one Conference. We ought to have only one Conference, but we have not. Now this recommendation is simply a temporary provision, and I hope we can dispense with it entirely at the next General Conference.

"A. O. Wilson: I would like to know why we should wait until the next General Conference? Why not dispense with it now? We have already dispensed with a whole lot of associations and organizations.

"W. C. White: I think the position is obvious. We have had presented before us for years the duty of our entering unselfishly into this line of work, and we have been slow to do it. Now the question is, Can we not, by some resolution, do away with all the record of indifference, with all our prejudices, with all our lack of information regarding this line of work, which we ought to have gained through several years of cooperation. I do not think the resolution will do it. I do not think you believe a resolution would do it. And I think you all will agree with me in the opinion that the only thing which will do it is that mentioned in one of the Testimonies regarding this conflict of interests, which said that the conflict and the controversy would never end until our brethren in the field united to carry forward these two lines of work together, then there would be hope for the controversy at headquarters being settled. Now, brethren, let these two years mark that union in the field which will make it possible for a perfect union at headquarters. Meanwhile let us give the medical men the opportunity which this provides for, to enter into our councils, and to help us to understand that line of work which we are backward upon. . . .

"R. F. Andrews: . . . The reason I have asked this question is not because I am hostile to the Medical Missionary Association or that work; but it seems to me we were not living up to the principles that we have acknowledged were right, and that were stated before us here yesterday."—April 11, pp. 43, 46, 47.

A. G. DANIELLS' SUMMARY OF 1901 REORGANIZATION: "At the opening of the last General Conference a message came in clear, emphatic language, to officers, boards, and delegates, to 'Reorganize.' And we were told not to wait until the Conference was over before starting the work, but to begin at the beginning of the Conference. The following statements are taken from the instruction given:--

" 'There must be a renovation, a reorganization.' 'There must be a decided change in the management of things at the heart of the work.' 'Greater
strength must be brought into the managing force of the Conference. 'Here are men standing at the head of our various institutions, of educational interests, and of the conferences in different localities and different States. All these are to stand as representative men, to have a voice in molding and fashioning the plans that shall be carried out.' 'What we want now is reorganization. We want to begin at the foundation and build upon a different principle.'

"General Conference Committee--In forming the General Conference Committee for 1901-02, the number of members was increased from thirteen to twenty-five, and care was taken to place on the Committee, ministers, physicians, teachers, printers, and business men. Reasons for this change are plain—that the affairs of the Conference might come before many minds, and that all the most important phases of our great work might be definitely represented in the Committee. The ultimate point to be gained is that every department of the cause shall receive the fairest and most efficient administration possible.

"Union Conferences--Before the Conference closed, arrangements had been made for organizing the six General Conference Districts into Union Conferences, each organization to be complete in itself, having an Executive Committee, with a President, Secretary, Treasurer, and Auditor, and each to take the entire oversight of the work in its territory. The Union conference Committee will unite with each of the States in looking after their interests; work up, receive, and administer funds; advise with States in exchanging laborers; and practically carry forward the work in its territory as though no other Conference existed, except that it will cooperate with all other Union Conferences, and with the General Conference. This, it will plainly be seen, will distribute the responsibilities of the General Conference, placing them more fully and definitely upon those who are on the ground where the work is to be done and the issues to be met. Thus more men and more talent will be brought into the management of the work. A thousand details will be transferred from the General Conference Committee to those whom the Lord has called to His work, and whom He has placed in the field where the details are to be worked out. If this plan is managed wisely by those first placed in charge of the different conferences, a large number of men and women will be brought to the front, with the experiences necessary to make them safe and valuable burden-bearers in the various departments of the cause.

"Departments--Some organizations have been discontinued, and their work has been made departmental of the General Conference. This is true of the International Sabbath-school Association, the Religious Liberty Association, and the International Tract Society. The Medical Missionary Board and the Foreign Mission Board have combined, and all the medical missions outside of America have been placed under the direction of the Mission Board. Space will not allow of a full presentation of the benefits all these changes are designed to be to the cause. In some cases it means less machinery and easier work. In others it means the distribution of responsibilities, and decentralization of power. In still others it means economy of labor and funds. In all it is hoped that it means the rapid and earnest proclamation of this gospel of the kingdom to all the world in this generation."—A. G. Daniells, "A Brief Glance at the Work of Reorganization," GCB, pp. 513-15.
IV. A. G. DANIELL'S STATEMENTS ON ORGANIZATION AT THE EUROPEAN REORGANIZATION MEETINGS IN MAY, 1902

LOCAL APPLICATION OF DETAILS: "I have no idea that we have yet got to the limit of simplicity. We see many things differently from what we did ten years ago, and I expect that we shall see still more. As new light comes, we ought to advance with it, and not hold rigidly to old forms and old methods. Because a thing is done a certain way in one place, that is no reason why it should be done in the same way in another place, or even in the same place at another time."--European Conference Bulletin [ECB], p. 2.

DEPARTMENTS AS UNIFYING AGENCIES: "The church is the standard for everything, and the Conference should be considered as an enlarged church. There will naturally be a leader, and somebody to look after the funds. The Sabbath-school is not a separate interest, neither is the Tract Society, but simply the Church or the Conference at work in those special lines. Our people have in the past lost a great deal by having one body of men to run the Conference work, so-called, and another body of men trying to run the Tract Society business, and still another charged with looking after Sabbath-school work, just as though it were not all one. It is all one work, and should be conducted under one management, with as many enlisted as possible, each working in the line for which his talent fits him."--ECB, p. 2.

DANIELL'S IDEA OF MEMBER-DELEGATES: "As to representation, nobody can represent anybody except himself. All should be the Lord's representatives; but nobody can represent some other person, or a church. A church is 'fully represented' in a Conference when all its members are present; but nobody can delegate his mind or his conscience to another. If a person is present at any meeting, he does not need somebody else to speak for him."

[Editorial synopsis of Daniells' address continues] While not presuming to dictate to any how they should do, he gave it as his conviction that just as in any church meeting all the members present are entitled to speak, so in any Conference all the members present are properly delegates. This plan has been adopted in quite a number of the Conferences in America. Questioned as to whether this plan would not give the church or the district where the conference might be held an undue proportion of influence, and practical control of affairs, he replied, "No; not if they are Christians." The church or Conference is not a political, legislative body. Members are not present for the purpose of securing some advantage for themselves, but to learn how to serve God better, and how to carry the Gospel to the most needy fields. It was pointed out that the principle of numerical representation if adhered to would leave heathen lands wholly unprovided for and was thus opposed to missionary effort, whereas we exist as a church for the sole purpose of sending the Gospel to those who have it not. Each member should consider himself as the representative of the world, and not merely of his own particular locality."--ECB, pp. 2-3.

BROADENING ADMINISTRATIVE RESPONSIBILITIES: "In the first place we were told [by Ellen White] that we were managing our work in too small a circle. There were too few men burdened with planning for and managing the different lines of work. We were told that we needed either greatly to enlarge this circle, or break it altogether, and bring in a larger number of men to assist in
planning for the advancement of the work. etc. We have been trying to do this. We have been planning to enlarge the circle, so that it would take in men from all parts of the great field, men who would specially represent the different lines of work, so that the whole body of believers might be as fully represented as possible, and that is the point toward which we have been aiming."--ECB, p. 9.

COMMITTEE OF COUNSEL IDEA: "Instead of having the president of the General Conference, and the General Conference Committee, appoint all the standing committees [at a GC session], a large committee of something like fifty or more was selected for the purpose of appointed the various standing committees, and for the preparation of different lines of work; and they were asked to do this work. . . .

"Many of the State Conferences have adopted this same plan this past year. They have elected a Committee of Counsel, for the purpose of appointing the standing committees, and preparing the business necessary to present to the Conference. This was done, and ere the Conference closed, they met and selected the various committees, and counselled with reference to different matters, and so worked along through the Conference. In all our six union Conferences, this same plan was followed. The plan is very simple. You select the men from different parts of the field, and those who represent various departments of the work. . . . There is one other point I consider of advantage in this--it relieves the president of the Conference from what I consider an embarrassing position. It has been a long while since I have felt free to appoint the committees of the Conference, especially the nominating committee. Now, to save a man from the tendency to appoint favorites, and all that sort of thing, I for one, positively refused to appoint nominating committees for the Conferences over which I have been placed. The people can either select the officers from the floor, or choose whoever they wish to act as nominating committee. I think that is one good reason why the people should appoint a large committee, or else choose their officers right in the Conference."--ECB, p. 9.

IMPORT OF EGW COLLEGE LIBRARY ADDRESS: "A very plain and emphatic call came to this people the day before our last General Conference opened, that we must reorganize. . . . The difficulty is not with the truth, but with the people, and especially with the leaders. We were told very plainly at that meeting that unless the General Conference session that was to open next day should be conducted differently from any that had been held for years in the past, we might just as well return to our homes, and not open the conference at all."--ECB, p. 48.

REVERSION TO PRE-1901 ORGANIZATIONAL PATTERN WOULD DESTROY ADVENTISM: "Another statement that was made [by EGW at College Library meeting] was this: 'Let the work be woven after the same pattern that it has in the past, and it will finally come to nought. God calls for a decided change.'

"This is a tremendous statement. It shows that,--whether we see it, whether we understand it and realize it, or not--we had headed in the wrong direction. We had imbibed wrong principles, and adopted wrong methods. We had started on the down grade, and unless a decided change were made, the grand work we began years ago would be wrecked, and come to nought. We had been going in such a way as to wreck this work."--ECB, p. 48.
SUMMARY OF ORGANIZATIONAL CHANGES: "I have been asked to tell of the changes we have sought to effect in America. I cannot go into details very fully, but I can point out the end toward which we have tried to work. One end toward which we have been working is the distribution of responsibility. Some years ago there was a strong tendency toward centralization. You could see that in the work of the General Conference Association which gathered up so much property. . . . Thus the legal business of the denomination was centralized in the G.C.A. in Battle Creek.

"Now, during the past year, we have been working to get rid of these properties, and thus distribute the responsibilities connected with them. We have felt that the people among whom the institutions were planted ought to own and manage them. . . . Those properties have been placed in the hands of the brethren living near them. They are the people for whom these buildings have been erected and purchased, and now they should own them and manage them. They have good common sense, and can carry the whole work. God has raised them up, and it does not need a body in Battle Creek to hold and manage these properties for them. We have requested them to take these properties, and be responsible for their indebtedness and management, and they have done it. . . .

"We are carrying out the same policy also with reference to our Conferences and Missions. We have organized eight Union Conferences in America. Before this, there was a measure of responsibility vested in what was called the General Conference districts; but not enough to lead the brethren really to take charge of the fields, carry their own burdens, and look after the details of their work.

"The Atlantic Union Conference, which begins with Maine in the north, and extends south to Virginia, has every detail of the work in its own hands. . . .

"This distribution of responsibilities has brought such relief and freedom to the members of the General Committees and Boards that we feel as if we could take a long breath, and really get at work that is progressive in character, and deal with the missionary problems of the denomination. All the details of organized fields have been given to the organizations to which they belong, and they can deal with them much better than can organizations at Battle Creek. . . .

"Now, the same is true with reference to the European field. This territory has been organized, and the work brought under the control and management of the brethren located in the field. This removes from the General Conference and the Mission Board a great many difficult questions that we could not properly settle. The work in this large territory will hereafter be directed and managed by those on the ground. America will be a recruiting station to raise funds, and educate workers to send to the mission fields of the world."--ECB, pp. 49-50.

V. 1903 GENERAL CONFERENCE SESSION

ELLEN WHITE RENEWS UNITY IN DIVERSITY THEME: "God wants to work for His people and for His institutions--for every sanitarium, every publishing house, and every school. But He wants no more mammoth buildings erected;
for they are a snare. For years He has told His people this. He wants plants made in many places. . . . He has shown us that He is not pleased with the way in which the work has been carried forward. Something is wrong. . . . Labor in harmony with one another, even though you are not alike. Do you not know that of the leaves on a tree there are no two exactly alike? From this God would teach us that among His servants there is to be unity in diversity. . . . To every man is given his work. But though our work is different, we need the help of one another. No one is to gather around him a party of men who will think as he thinks, and say, Amen, to everything that he says. God uses different minds. What one mind lacks will be made up by what another mind has."--EGW, "Lessons From the Sending Out of the Spies," 1903 GCB, pp. 10-11.

A. G. DANIELLS SUMMARIZES 1901 REORGANIZATION PHILOSOPHY: "Two years ago a very definite message came to this people to make important changes in their administrative arrangements. We were instructed to so arrange our conference organizations as to distribute the responsibilities of this great cause to all to whom they rightly belong. The first step taken was to increase the number of members of the General Conference Committee from thirteen to twenty-five. Care was taken to place on the committee, ministers, physicians, teachers, printers, and business men. The reasons for this are plain,—that the affairs of the Conference might be dealt with by many minds, and that all of the most important phases of our great work might be definitely represented in the committee. The ultimate point to be gained is that every department of the cause shall receive the fairest and most efficient administration possible.

"Another important feature of the plan of reorganization has been to organize Union Conferences and local mission boards in all parts of the field. . . . The plan of organization is precisely the same from the local church up to the General Conference. In every case it provides that the work of God shall be placed in the hands of those to whom it belongs. It distributes responsibilities so that the details of the work in all parts of the world are to be dealt with by men who are on the ground where these details are to be worked out. In short, the plan recognizes one message, one body of people, and one general organization. . . .

"In addition to the efforts to organize the work more completely in all parts of the field, with the view of placing the management of the work more fully in the hands of all the people, we have endeavored to simplify the machinery as much as possible. What seemed to be unnecessary wheels have been removed. Separate organizations, such as the International Tract Society, Religious Liberty Association, and Sabbath-school Association, have been dropped, with the view of making them departments of the one organization,—the Conference. . . .

"Many can testify that the blessing of God has attended the efforts that have been made to distribute responsibilities, and thus transfer the care, perplexity, and management that once centered in Battle Creek to all parts of the world, where they belong. Scores of men are now getting the experience of burden-bearing that was previously confined to comparatively few."--A. G. Daniells Address, March 30, 1903, 1903 GCB, p. 18.
ELLEN G. WHITE AND FAILURE TO IMPLEMENT PRINCIPLES OF 1901 REORGANIZATION:
"God is watching His people. We should seek to find out what He means when He sweeps away our sanitarium and our publishing house [by fire in Battle Creek]. Let us not move along as if there were nothing wrong. . . . I felt so thankful when the college in Battle Creek was moved from there to Berrien Springs. This was a right move. If there had been a further carrying out of the principles that God has laid down,—the instruction that He has given to make centers in many places,—His salvation would have been revealed. A wrong policy has been followed in centering so much in Battle Creek. . . .

"In every institution among us there needs to be a reformation. This is the message that at the last General Conference I bore as the word of the Lord. At that meeting I carried a very heavy burden, and I have carried it ever since. We did not gain the victory that we might have gained at that meeting. Why?—Because there were so few who followed the course of Josiah. There were those at that meeting who did not see the work that needed to be done. . . . The gospel and the medical missionary work are one. They can not be divided. They are to be bound together. . . . In the place of erecting large sanitariums, we should establish smaller sanitariums in many places. . . .

"How prone we are to look to human beings for help, to listen to their opinions, to rely upon them for sympathy, succor, and counsel! . . . 'Thus saith the Lord: Cursed be the man that trusteth in man, and maketh flesh his arm.' "--EGW, "Lessons From Josiah's Reign," 1903 GCB, pp. 31, 33.

ELLEN WHITE AND THE JUDGMENT AT BATTLE CREEK: [Two prayers at the GC Session]:
"We ask Thee that Thou wilt remove the reproach that has come upon Thee through the neglect of those who profess to be Thy people, but who have not walked in Thy counsel. . . . Here are those who bear responsibilities in our institutions. Thou hast signified that Thou hast been displeased with their ministration. They have not in their dealings given a right example to the world. . . . Oh, pardon our transgressions, and forgive our sins! Show us where we have come short.

"Bless all those who are in office in our institutions. We do not want Thee to destroy these institutions; we do not want to see their influence wiped away. We want that Thou shouldst simply take away everything that is wrong in the heart, the life, the character, of each worker, so that Thou canst use every institution of Thine own planting to glorify Thy name. We need every one of them."--EGW Prayers, 1903 GCB, pp. 56-7.

ELLEN WHITE'S CORPORATE RATHER THAN INSTITUTIONAL FOCUS: "You will remember the time that the news came from Europe regarding the financial embarrassment of the publishing house in Christiania. Some in this country said that we ought to let the institution go; that the managers ought to have known better than to get so heavily in debt; that they had no right to be in such a situation. . . . Light was given me that the institution was to be placed where it could do its work. [Mrs. White wrote the word "precious" after this sentence in her personal copy of the Bulletin]. But the workers there could not do this without help. Their brethren in other lands were to help them, standing with them shoulder to shoulder, making their interests and their loss their own."
"And let me say that God does not design that the sanitarium that has been erected in Battle Creek shall be in vain. He wants His people to understand this. Now that the building has been put up, He wants this institution to be placed on vantage ground. . . . One man is not to stand at its head alone. Dr. Kellogg has carried the burden until it has almost killed him. God wants His servants to stand united in carrying that work forward. Because one man is one-sided, and another man is one-sided, this does not show that the work of God is to be one-sided. . . .

"I have given you these thoughts and suggestions, trusting that they will have some influence upon you in your councils and in the movements that you will make. It is not only for that little corner in Battle Creek that we are laboring. We must stand on vantage ground before our own people and before the world."—EGW, "Unity of Effort," 1903 GCB, p. 58.

RESOLUTIONS DESIGNED TO STIMULATE WORLDWIDE MISSION FOCUS WITHIN LOCAL CONFERENCES: [Discussion] "C. W. Flaiz: . . . The principle underlying this recommendation is one we need to study. By this resolution we are simply invited to change the policy to which, for years, many of our state conferences have adhered. Many conferences have been organized simply for the purpose of carrying on the work within the conference limits. I do not believe that this is the right principle. We are organized in conferences for the purpose of advancing the work in the world. Any modification of this resolution will, I fear, modify our acceptance of the principle that should underlie conference management—the principle that the field is the world.

"R. A. Underwood: The principle that we are not to confine our work to certain boundary lines seems to be laid down very clearly by Christ. State boundary lines have been made simply for convenience. I believe that the principle set forth that resources of workers and money be held open to the needs of the regions beyond is right, and that to modify this resolution would be to lessen the importance of studying the principle of taking an unselfish interest in every part of the worldwide field."—1903 GCB, p. 62.

MOVEMENT AWAY FROM STOCKHOLDER CONTROL OF DENOMINATIONAL PROPERTY: "We, your Committee on Institutions, submit the following partial report:--

"General Plan for Reorganization of Institutions:

"1. All institutions to be owned directly by the people, either General Conference, Union Conference, State Conference, or organized mission field.

"2. The electors or constituents of each institution to be the membership of the denominational body owning same.

"3. Where possible under existing corporation law, the controlling boards of all institutions to be elected by the Conference. . . .

"7. All institutional property to be treated as departments of Conference work, and where possible to be represented on the Conference Committee. . . .
"C. H. Parsons: [Chmn. of Committee on Institutions] . . . We start out with the accepted proposition that the parties that create the institution, that is, the section of the denomination that creates the institution, should be entitled to ownership. We do not mean in this that the ministers are to own it, or that the professors are to own it, but that the people of the conference are to own it; that physicians, ministers, educational men, and people alike, should become united in their efforts to make the institution a success; that this thing of division among us into bodies, representing distinct lines of thought, should cease, and we should become united in all this work. . . . I am a firm believer in the doctrine that it takes everything in the third angel's message to make a complete Christian."--1903 GCB, p. 67.

LOCAL CONFERENCE SUPPORT OF MISSION LABORERS 1901-02: "While the recommendation regarding the support of workers in needy fields was being discussed, Elder A. G. Daniells read the following list of the number of laborers different conferences have been supporting in fields outside of their own conference, during some part, or all of, the period of 1901-1902:--

"Ohio, 5; Upper Columbia, 1; Kansas, 1; Michigan, 8; Wisconsin, 2; Western Washington, 1; California, 1 in 1901, and 14 in 1902; Oklahoma, 1; Vermont, 1; South Dakota, 1; Western Oregon, several; Indiana, 1; Nebraska, several; Iowa, 4 in 1901, and 7 in 1902. Fifty-two or more in all, at an expense of $55,409."--1903 GCB, p. 72.

J. H. KELLOGG OPPOSITION TO INSTITUTIONAL REORGANIZATION PLAN: "J. H. Kellogg: "If a resolution is passed by this Conference that every institution in this denomination which is doing anything for the advancement of this cause and this truth must be owned by the whole people . . . [you will establish] the principle of communism . . . . You have heard this morning [from Ellen White] that you have no right to bind individuals; that every individual should stand in his own right, to do whatever God has given him the right to do. You have heard that sanitariums had no right to bind other sanitariums, or to bind nurses, or to bind doctors. I want to say to you that my eyes have been opened here at this Conference, and by the experience of the last few months, and I have seen that I have been working for a wrong principle. I have been working for it all my life, to bind everything, to bind every man that came in contact with me, and to bind myself, and to put around myself bands to bind me, to the whole people, and to the control of the whole people. I have put myself absolutely under the control of this entire people, and in such a way that I have felt that at almost every General Conference I came to, I came in the position that I did not know anything about what was going to happen to me. I came here to this Conference in the same way, and am here now waiting.

"Now I believe I have been wrong. I have endeavored to ask my nurses to do it, to do exactly what I did, to ask my colleagues, the doctors, to do exactly what I did, and to bind themselves to the institution, to bind themselves to the complete control of the denomination. We refused to take a single nurse into the sanitarium unless that nurse would say, 'I want to work for the Seventh-day Adventist denomination; I want to put myself under the control of this association, of you men, and the presidents of conferences, and of the General Conference Committee.' And we have bound every nurse to that thing, every medical student to the same thing; we have said, 'We will not teach you, unless you bind yourselves that you will work with this people and for this denomination; that you make that as a declaration.'
"I want to say this is the only bonds that we have today. We have no other bonds than that. We have had no other kind of bonds but that. I can find no other interpretation of what has been said [by Mrs. White] than that we were wrong. I have been convinced that we were wrong. I have made up my mind for a more liberal policy. I have made up my mind that I am going to teach every man that wants to know the truth; I will teach him all I know. and he may make such use of that knowledge as he wants to make of it anywhere on the face of the earth.

I have been doing this thing for no special purpose; but I did it for you, because I believed in the principle of the denomination control of everything. But I see I have been wrong; and this principle which has been brought up in this resolution is right along that same line. It is to bind every man and every little group of men that want to do work for this cause, so that they can not do anything. They can not even own the property with which they want to serve God; they can not control that; but they must turn the whole thing over to be controlled by a large mass of men, who have not the impulses in their own hearts that they have. The Lord has not laid upon them the burden to do that thing. . . .

"I want to say to you that I raise my protest here, and I wish to be put on record, because you will find me stout and strong as I can possibly make myself in opposition to the principles laid down here in this resolution, on every possible occasion and in every possible place."

"Watson Ziegler: "I am in favor of the recommendation just as it comes from the committee. I do not believe there is anything in this that savors of anything that is unjust or unfair. I believe that where the burden of labor is, there the control should be. But I do believe that the whole people have a right to know and say whom they shall choose for the board of control. I would rather see the power vested in the whole people than in one man or board of men."--1903 GCB, p. 82.

ELLEN WHITE AND BASIS OF JUDGMENTS AT BATTLE CREEK: "Notwithstanding the [deteriorated spiritual] condition of things at the publishing house, a suggestion had been made to bring still more of our work to the Review Office, still more power into Battle Creek. This greatly alarmed me, and when the fire came, I breathed easier than I had for a long time. We were thankful that no lives were lost. There was a large loss of property. Again and again the lord had shown me that for every dollar that was accumulated by unjust means, there would be ten times as much lost. . . .

"I must say to our people that the Lord would have that institution established in an entirely new place. He would have the present influences of association broken up. . . .

"In reply to the question that has been asked in regard to settling somewhere else, I answer, Yes. Let the General Conference offices and the publishing work be moved from Battle Creek. . . .

[Regarding wrongs in the medical work] "Of late some things have been brought in that I could not endorse, and one of these is the attaching of many enterprises and lines of medical work to the medical association in Battle Creek. The Lord showed me that this should not be done. Many
here know what I said to them,—that we must not center so much in Battle Creek; that if we did not take heed, God's judgments would visit Battle Creek. When I saw such an earnestness on the part of the leaders to connect all branches of the medical work with the association at Battle Creek, I told the brethren that the instruction given me was that they should not make the scratch of a pen to bind themselves to the restrictions of the rules and regulations that were arranged for them to come under. God wants His institutions to stand in fellowship with one another, just as brethren in the church should stand in fellowship. But they are never to be bound by written contracts to any one man or any group of men. They are to stand in their own individuality, accountable to God. The Lord of heaven is to be the leader and Guide and Counselor of His people. His institutions are to be managed under His theocracy. . . .

"God has nothing to do with making every institution amenable in some way to the work and workers in Battle Creek. His servants should not be called upon to submit to rules and regulations made there. God's hand must hold every worker, and must guide and control every worker. Men are not to make rules and regulations for their fellow-men. . . .

"God would not have let the fire go through our institutions in Battle Creek without a reason. Are you going to pass by the providence of God, without finding out what it means? God wants us to study into this matter, and to build upon a foundation in which all can have the utmost confidence. He wants the interests started to be conducted in such a way that His people can invest their means in them with the assurance that they are part of His work. . . .

"Let not men fasten themselves to documents, saying what they will do and what they will not do. Let them fasten themselves to the Lord God of heaven."—EGW, "Our Duty to Leave Battle Creek," 1903 GCB, pp. 85-8.

W. C. WHITE ON RELATION OF DEPARTMENTS TO INSTITUTIONS: "It is not the design to make conference committees the managers of details of various enterprises, but that the conferences,—local, Union, or General, are to organize proper departments, proper agencies, on a business basis, to manage these enterprises."—1903 GCB, p. 97.

"W. C. White: I wish to make an amendment so that this shall read: 'That each line of institutional work shall be regarded as a department of conference work, and, where possible, that they be represented on the conference committee.' There are states already where we have so many institutions that this proposition would swamp the committee. It is my conviction that the real purpose of the framers of this resolution was in harmony with my proposition, that each line of work be represented, rather than each individual institution be represented."—1903 GCB, p. 98.

"The question as amended was called for.

"The Secretary (reading): 'That each great line of institutional work be regarded as a department of conference work, and, as far as possible, be represented on the conference committee.'

"The resolution was adopted."—1903 GCB, p. 99.
A. G. DANIELLS 1903 CONCEPT OF THE ROLE OF THE GENERAL CONFERENCE: "As the work is now shaping, the province of the General Conference Committee is of an advisory character to a large extent—not altogether, by any means—and it is of a missionary character or phase. The organization of the Union Conferences has taken the administrative work from any central place and located it in the Union Conferences, and placed the responsibilities upon the shoulders of those located in those different Unions.

"One who has not been in our office can scarcely realize what a complete change has been wrought at the headquarters of the General Conference. The details of the work of every character have been swept away, and the secretary has had very little to do along those lines. Of course, there has been some statistical work and some detail work with reference to transportation and collection of reports and work of that character, that must always be done. But the administration in the United States has all been taken away, and is now placed in the hands of scores of men who have been appointed to that work in the East, and the North, and the South, and in the Central and Western states. But while that has been going on, our missionary problems have been greatly increasing. More workers than ever before are being sent out, and contributions for missions have doubled in the last few years. This has increased the work of the Mission Board. And as I have studied it, I have become convinced that one of the great purposes of the General Conference Committee would be to deal with these worldwide problems everywhere. I believe that the Committee ought to be composed something like this: That the president of every Union Conference and the chairman of every Union mission field in the world ought to be a member of that committee. This will give us a larger and more representative committee, even, than we have today. We get the whole world directly represented on the General Conference Committee. Then add to that the heads, the leading men in special departments, such as education, publishing, and medical, and put on a few men of special experience, and special ability from their experience, and you have a thoroughly representative committee, representing all interests of this great work in all parts of our little world. And that will give us a truly representative and General Conference Committee, a World's Conference Committee.

"Now, that, to my mind, brethren, is what should be the Mission Board of the Seventh-day Adventist denomination.

"Further, it appears to me that that committee can only meet about once a year; and that as soon as you have appointed it, and this Conference closes, that large committee should take time, a week, or two weeks, if necessary, to thoroughly study, as well as it can, with the data it may have, all the field that it represents. And let it then, as a result of that study, come to an agreement regarding fundamental and general principles by which it will be governed in its administration during the year. Then the members of the committees can go to different parts of the field, working harmoniously. every one, though separated, to carry out this policy. Now, there must be some executive body appointed to carry out the policy. Now, that, I have thought, ought to be appointed like this: There should be two sections, we will call them, one in the United States and one in Europe. Here is the recruiting-ground for mission fields. The work of the section in this country will, as I view it, be to work among our people to raise funds and secure laborers of every kind for the needy and destitute fields in all parts of the world. I would blot out the word 'foreign' from our
board, and have it understood that a destitute and needy field in the United States, whether it be Mississippi, or Virginia, or Greater New York, or Canada,—I would have it understood that that field is a mission field, the same as Africa or any other fields with the same needs. Then I would have this section in the United States work in behalf of these needy parts here, and visit them, and unite with the conferences in charge of those fields in getting hold of the needs and unite on a general policy, and then have them work through this country to get hold of the kind of men that these fields need and the money they require to prosecute their work. In addition, this committee will have a great problem on its hands to furnish supplies for the front.

"Now, the section on the other side of the Atlantic will be not so much a recruiting section to get men and means (that will be some of its work), but it will be, rather, a distributing section. As the laborers pass through Great Britain, on their way to Africa, South America, India, and the Orient, and to the Mediterranean fields, let there be a committee over there who will look after this, who will be strong to direct, to administer, and to assist those people in reaching their fields and prosecuting their work when they have reached them."—A. G. Daniells Statement, 1903 GCB, pp. 100-01.

W. C. WHITE ON GC BEING A WORLD CONFERENCE: "What I say will be based upon the supposition that we all are agreed in the fact that we have a General Conference which is a world's Conference. It was always intended to be such, yet for a time our foreign work was so little that we talked about 'home work' and 'foreign work;' but you remember that about six years ago we decided to drop that term 'foreign,' and have been working upon the basis, for about six years, that our General Conference is a world's Conference. Therefore I think we may safely base our propositions and our plans upon that basis...

"As regards the proposition that the work of our people in America is largely that of recruiting missionaries, and the advantage of a recruiting center being in the center of the territory: It is plainly evident to my mind that economy demands that the headquarters of the General Conference, operating in all the world, should be either near London or near New York."—W. C. White Statement, 1903 GCB, p. 102.

DEBATE OVER ACCEPTANCE OF 1903 PROPOSED GC CONSTITUTION [It should be noted that the opposition to the proposed constitution centered upon the specific questions of the authority of the GC president and the question of the quorum to enable the GC Committee to make non-policy decisions.]

"Minority Report: 'The minority of your Committee on Plans and Constitution beg leave to submit that the Constitution proposed by the majority of the Committee appears to us to be so subversive of the principles of organization given to us at the General Conferences of 1897 and 1901 that we can not possibly subscribe to it.

"The proposed new Constitution reverses the reformatory steps that were taken, and the principles which were given and adopted as the principles of reorganization, in the General Conferences of 1897 and 1901, and embodied in the present Constitution; and this before that Constitution or the organization according to it, has ever had adequate trial.
"We therefore recommend that the Constitution of 1901 be given a fair trial before it be annihilated. Signed, E. J. Waggoner, David Paulson, Percy T. Magan."

"E. J. Waggoner: ... The Bible organization is opposed to the exaltation of any person over others."

"P. T. Magan: ... "The proposed new constitution, whatever improvements may be claimed for it, whatever advantages it may be stated that it contains, that, in principle, as far as the head of the work is concerned, it goes back precisely where we were before the reformatory steps of two years ago. I do not deny for a moment but what improvements have been made in the distribution of administrative power. I am heartily in favor of all that has been done in regard to Union Conferences, but I say that, as far as the head of the thing is concerned, as far as the general administration of things is concerned, though not couched in the same words, though not hedged about with the same identical language, they are precisely the same principles which governed us up to two years ago. ...

"It is the same old idea of the worldwide administration of a few men being able to form a quorum, to carry out what they think is the mind of the whole. It is a merger in principle of the Mission Board work into the General Conference work, and is the overshadowing, in that respect, of all other branches of the work by one branch of the work. It means, in effect, that the affairs of this Conference and of the whole general lines of work of the cause will be carried on by fewer men than I believe the Testimonies of the Spirit of God have any idea that they should be carried on."

"A. T. Jones: ... One word that came to us in 1897, which the General Conference accepted, and upon which it acted in that Conference, and which has become a constitutional principle, was spoken in these words: 'It is not wise to choose one man as president of the General Conference;' and the new constitution does propose that very thing. ... This providing one man as president of the General Conference, when the General Conference is bigger now than it was in 1897, is just that much more a reversal of the principle to which God was calling us, and that much more of an emphasis of the principles from which He was calling us, as could be. ...

"One of the principles announced [in 1901] is this: 'Never should one mind, or two minds, or three minds, or four minds, or a few minds, I should say, be considered of sufficient wisdom and power to control and mark out plans, and let it rest upon the minds of only one or two or three in regard to this particular part of the field that we have.' And the present constitution as it is provides that any five members can be a quorum when the president is present, and those five, acting as a quorum of the committee, will take steps that will involve the whole twenty-five. How could there be anything more subversive of the principles that were given to us? ... [Jones then quotes extensively from Ellen White's 1901 College Library Address]

"[In the] old order of things, the conference committees wanted to control the churches and everybody in them, and then the General Conference wanted to control the conferences, and everybody in the world. Nothing could be done on the other side of the earth unless they must first write to Battle Creek and get permission of the General Conference Committee. You know
it went that way. But God called us away from that. And now, just as in the church, if one man is there, it is possible for him to be a one-man power; and just as certainly when there are two it puts a check on that thing; so certainly. if you have a one-man president of the conference, it is possible for there to be a one-man power. And if you do not have a one-man president of the General Conference, you make it impossible; and that is what I want. I would not trust any man on this earth with that which actually puts it into his power to be a one-man power. I want our constitutions to read so that it shall be impossible for that to be so. I would trust any of you sooner than I would trust myself with any such power. . . .

[Again quotes from EGW College Library Address and gives insight into the purpose of departments and their representation on conference, union, and GC committees] "it is far better to have the conference workers, and the medical missionary department, and the publishing department meet with the educational department, and to have all the departments meet together, and study the educational work, and then study the medical missionary work and the publishing work--all to work together. Then, when they separate, all can work together, though they be ten thousand miles apart.

"This is the principle of this document I hold before you, and we [in Pacific Union, where Jones was "President"] read and studied over and over, and this it is that has given to us the success we have had in the work in California. . . .

"Allen Moon: How many of the presidents of conference have ever had that document in their hands?

"A. T. Jones: Probably you can all answer, possibly none. I do not know; but in the providence of God I had it in my hands, and so have used it all the time.

"Allen Moon: I never saw it or heard it before.

"A. T. Jones: It was spoken there. It is not for me or the committee to publish it. It was for the author of it to publish it, and so we can not lay any blame to anybody for that. . . .

"It is not enough that I shall belong to the Educational Department, and push the educational work. I must belong to the Educational Department and push the medical missionary work, and I must belong to the conference work and the publishing work, and push those lines. Each one is to push all. But how can you have it if each department must be organized and stand off apart from the committee even, and must ask for a place to be organized."

"W. C. White: . . . We were operating then [prior to 1901] under the plan of strong departmental organizations, each one seeking worldwide control. We had our General Conference; we had our International Tract Society, our International Sabbath-school Association, our International Medical Missionary Association, and various lines of departments, each one seeking worldwide control in its branch of the work, and there was no ample provision made for union. There is where the complication largely came in. It was through this worldwide departmental work. What was the remedy proposed?--That every leading enterprise should be represented on the General Conference Committee, and that the field be divided so that every line of workers in
every field would link their hands and hearts and interests in one
community of work in that locality. Now there is very much in the
principles presented by Brother Jones and his illustrations of church
work that are helpful to us to see this very point. . . . Reorganization,
you see, means self-government. Each individual is to become intelligent,
and to be able to work in many lines of work. . . .

"So, then, we go to the conference; and the expert workers in the conference
are to receive counsel from whomsoever they can receive it. They are to
receive education from whomsoever is capable to give them the education.
But when they come to work, instead of working, each one, from orders of
a departmental head that is outside of his conference, they meet together
as a company, just as Brother Jones has described; they counsel together;
they plan together; and they prepare to go into the field. They are a unit;
the whole conference is a unit in spirit and in its work.

"Then we go to the Union Conference, and we have the same condition. Every
branch of the work is represented on the Union Conference Committee. When
the Union Conference Committee comes together for counsel, every branch
is represented,—publishing, educational, medical, Sabbath-school, religious
liberty; these are all branches. What is the head? What is the body? you
may say, the heart? Why, the evangelical work is the work of the conference.
and all these branches are auxiliary to the evangelical work; so far they are
parts of the body.

"Then you pass from the Union Conference to the General Conference, and in
the General Conference Committee you have all the departments represented.
All meet together in counsel; plans are made; and these are carried out by
all members of the committee.

"Brethren, an appeal has been made to hold to the principles presented to us
two years ago. In harmony with those principles, it was agreed that all
departmental organizations should be effected by the General Conference
Committee, and that those departmental organizations should be advisory to
the committee, and not executive.

"Now we come up to this year, and we have a proposition from the publishing
brethren that this publishing department be constituted differently, and
that it be so constituted that it can work without reference to the
General Conference Committee. We have a proposition from the Educational
Committee that its department be constituted in a different way, so that it
may stand more as an independent, self-governing, worldwide department.

"It seems to me that we must watch this thing, and that we must keep this
in mind, in adopting our constitution, and that we should bear in mind that
the remedy of our confusion is not to come through the organizing of strong
departments, and giving them independent—yes, largely independent—
authority to operate throughout the world; but the remedy for our confusion
is to strengthen the union in every locality, strengthen it in my individual
heart, strengthen it in my church, strengthen it in my conference, strengthen
it in my Union conference.

"And when we have done that, what is there left for a General Conference to
do?—Why, the General Conference has to look after the mission fields; the
General Conference, by this system of organization, is forced to become a mission board; and our General Conference must leave institutional work alone. We do not want any General Conference printing houses; we do not want any General Conference schools; we do not want any General Conference sanitariums. Our General Conference is to leave institutional work alone, and let Union Conferences attend to the work of their Union Conference. And the only thing that is left for the General Conference Committee is to do the mission work; and I pray God that its full strength may be given to that part of the work. . . .

"I want to suggest, brethren, that there can be kingly power exercised in a departmental organization just as much as in a General Conference organization. . . . [Quotes Mrs. White] 'The kingly power formerly exhibited in the General Conference at Battle Creek is not to be perpetuated. The publishing institution is not to be a kingdom of itself. It is essential that the principles that govern in General Conference affairs shall be maintained in the management of the publishing work and the sanitarium work. (I understand that the principle referred to is the organization of the work into Union Conferences.) No one is to consider that the branch of the work with which he is connected is of vastly more importance than other branches.'"

"A. G. Daniells: [Regarding GCC quorum] . . . My experience has taught me that wisdom in our arrangements means that we shall provide some sort of executive that can take these things that come up day by day, and, as far as possible, in harmony with the general principles and general policy, decide upon them and deal with them; not to adopt any revolutionary measures, not to become a set of rulers, to take the thing out of the hands of the people, but in a business way to deal with these problems that come up. . . . Why, brethren, the whole proposition, as I have it, is to take responsibility off from a man and distribute it just as far as possible among his colleagues, so that the work of the General Conference is not in this centered in the hands of four or five men. It is only to deal with those problems which are cropping up and must receive attention, and to provide help for your chairman or executive. . . .

[Regarding GC presidency] "As I understand it, the instruction [from Mrs. White] was to decentralize responsibilities and details, and place them in the hands of a larger number of men. Now, in our work of reorganization, this is just what we have endeavored to do. Instead of having the details of General Conference organization centering at Battle Creek, we have been trying all the year to push them out, back on to the Union and local conferences, where they belong, and to put departmental work in the hands of committees especially appointed for that purpose. And so the General Conference has practically become an advisory mission board. . . . When our General Conference becomes the Mission Board, they are not to keep dragging into the General Conference details of business that belong to our Union Conferences."--1903 GCB, pp. 146-60.

1903 CONSTITUTION VOTED: "The question was called on the adoption of the entire proposed constitution, as amended.

"By a count, it was found that there were 108 delegates present. . . . All in favor of the adoption of the report, please rise to your feet. It was announced that there were 85 thus voting."
"The Chair: Those opposed may make it manifest by rising to your feet. It was announced that there were 20 thus voting.

"The Chair: The motion to adopt is carried."--1903 GCB, p. 173.

A. G. DANIELLS' IDEA OF ROLE OF DEPARTMENTS: "Make your departmental committee on education as strong as possible. Get the best men you can on it. Then select a chairman who will be a member of the General Conference Committee who can give that work his special attention. Relieve him of other burdens that will deprive him of giving this work the attention it ought to have, and let him bring before the General Conference Committee the data that the committee ought to consider for fostering the educational work. . . . I would like to see this matter placed in the hands of your General Conference committee. Let them take the time to gather the best material for departmental committees; let them put specialists in charge of the department work, and develop it in every Union Conference. That is where the work is to be done. We have no General Conference school; we have no General Conference publishing house; we have no general institutions, but some of the Union Conferences have. Let your departmental committee develop the idea and work it out in the Union Conferences."--1903 GCB, pp. 179-80.

LOCAL CONFERENCE APPLICATION OF DEPARTMENTAL IDEA: "Mrs. L. Flora Plummer: . . . At the last General Conference action was taken making the Sabbath-school work a department of the General Conference, instead of a separate organization. The officers of that department were appointed by the Conference. There was thus a change made in the relationship of the Sabbath-school work to the General Conference. The plan was carried out in some of the states. The state conference Sabbath-school department, which had formerly been a separate organization, was made a department of the state conference, and the officers appointed to look after the Sabbath-school work were elected by the conference committee. Carrying the same idea down into the local church, the Sabbath-school is a department of the church, and the Sabbath-school officers would be elected or appointed by the church. I supposed that plan had been quite fully carried out. In the local Sabbath-school where I have been working, we have done this, and I think the brethren from that place would say that it is really very satisfactory. In view of the recommendations made at the last General Conference, it is the only logical plan."--1903 GCB, pp. 196-97.

ATTEMPT TO BRING MEDICAL WORK INTO DEPARTMENTAL CONCEPT: "Resolved, That we request the International Medical Missionary and Benevolent Association to so arrange its constituency, and its constitution governing the same, that it may be indisputably and always a department of the General Conference of Seventh-day Adventists." [Resolution was adopted]--1903 GCB, p. 216.

CONSTITUTIONAL PROVISION CONCERNING GCC QUORUM: "Article II, Sec. 2. Any five members of the Executive Committee, including the president or vice-president, shall be empowered to transact such executive business as is in harmony with the general plans outlined by the Committee, but the concurrence of four members shall be necessary to pass any measure."--1903 GCB, p. 219.
VI. 1903 GC REORGANIZATION (STENOGRAPHIC REPORT) [Note: This section contains some relevant materials that were stenographically taken at the 1903 Session, but were not fully reported in the published bulletin.]

HINT OF NORTH AMERICAN DIVISION IDEA: "A. T. Jones: Is not the European General Conference composed of the Union Conferences of Europe? Then it is properly a General Conference--European. And that requires, if we are going to have things symmetrical, that there be an American General Conference, composed of the Union Conferences of America, and not have America the General Conference as the whole thing, but have it American General Conference, and then have the world the General Conference as such, and let it be a General Conference. Then America can conduct her General Conference affairs without reference to Europe, and Europe can conduct hers without depending on anything from America, and America will not be the whole thing so much, and I think it would be a good deal better. . . .

"W. C. White: I would suggest that rather than have so many General Conferences, we consider the propriety of having a European Section and an American Section with a vice president who shall have certain responsibilities, and then there be but one General Conference with its president, and that be a world Conference.


EDITORIALIZING AND THE PUBLISHED 1903 GCB: "W. H. Thurston . . . On page 31 of the Bulletin, in the second paragraph, it reads like this: [EGW speaking] 'Here is the medical missionary work--a wonderful work. God gave us this work thirty-five years ago, and it has been a great blessing.' Now, right following this, the statement was made like this: 'But the medical missionary work is sick, and needs a physician. And God would be the Physician, if He was permitted to be.' But all that is not in the Bulletin. That is not published."--April 2, pp. 31-2.

DENOMINATIONAL MEMBERSHIP TO OWN INSTITUTIONS: "C. H. Parsons . . . If there is any idea that this resolution is referring specially to publishing houses or educational work or Sanitariums, specially aimed at any one of the three, I want to say to you that you are right, because it is aimed at all three of them. All institutions to be owned directly by the people, either General Conference, Union Conference, State Conference, or organized Mission Field.

"We start out with the accepted proposition that the parties that create the institution; that is, the section of the denomination that creates the institution, should be entitled to ownership. We do not mean in this that the ministers are to own it, or that the doctors are to own it, or that the professors are to own it, but that the people of the Conference are to own it; that physicians, ministers, educational men, and people alike should become united in their efforts to make the institution a success. That this thing of division among us into bodies, representing distinct lines of thought, should cease, and we should become united in all this work."--April 2, p. 37.
We began to look around for a new charter [for Battle Creek Sanitarium] for a new statute, under which we could incorporate; and we found there were two; there were just two laws under which we could incorporate. One law was very free and liberal, and was satisfactory in every way; but it did not permit us to hold over $100,000 worth of property. Well, our property was too big; the basket was not big enough for the contents; so we could not do it, we could not accept that. There was another law under which we could incorporate, and this law gave us an opportunity for unlimited capital; but the earnings must all be expended in the State of Michigan [thus preventing institutional sharing with Australia that Ellen White called for]."--April 3, p. 66.

I beg of you to consider one thing,--that I have been working beyond human strength for a good many years. I have not had sleep enough; I have not had time to eat; I have not had time to rest; I have been worried almost to distraction. I have prayed God day by day to save my reason for me; for I felt that I was taxed beyond the possibility of endurance, and I have not known what would happen to me next. Our Sanitarium has not burdened you very much, but we had tremendous problems and tremendous burdens. . . . I fear that many of you have the impression that we are trying to build up something separate and distinct. Now, brethren, it is yours, if you will have it. It all belongs to you, and it is yours, to use and manage, if you will simply do it. But we have tried to do things, and have done things separately and independently to a considerable degree, simply because we were left alone. Just as soon as you enter into this work, I am sure that you will find that all of my colleagues and myself are ready to cooperate with you in every way possible.

"Now I want to ask you--I do not ask you to make allowances for me, because I seem to be sensitive, and seem to be irritable. I do not think that is my nature altogether; but when you come to the Conference at Battle Creek, you will find me trying to do all my regular work, operations, nearly everything, working nearly all night, every night. When I drop into your meetings for a few minutes, it is so much. so many hours, out of my sleep; and I always meet you when under a tremendous strain and pressure."--April 5, pp. 5-6.

ELLEN WHITE AND STATUS OF MEDICAL WORK: "A. G. Daniells: . . . We were told plainly here the other day by Sister White that a committee of wise headed business men, and the very strongest and broadest men we could secure, a good, large committee ought to be appointed to go to the bottom of all these plans connected with the work of the institutions, with the Sanitarium, and arrangements connected with the medical association and work. It is my opinion that we will do far better work if we shall follow that instruction; if we shall select here in this Conference suitable men to take this matter up and go into all the matters. There are matters connected with the medical association and its articles of association, and its relation to the General Conference itself that should be thoroughly understood and examined into in a fair way, and then let a fair statement be made through the papers, if necessary, or in some proper, dignified way, and bring this kind of controversy to an end. So I wish to move that the Conference appoint a committee in harmony with the instruction given us the other day to
take these matters up and give them careful and thorough investigation, and report to the denomination whenever they are prepared to report."--April 5. pp. 22-3.

W. C. WHITE AND THE DEPARTMENTAL IDEA:  "W. C. White: I think a careful study of the whole list of propositions indicates that it is not the design to make Conference Committees the managers of various enterprises, but that the Conferences--local, Union, or General, are to organize proper departments, proper corporations, proper agencies, on a business basis, to manage these enterprises. I think nothing could be more detrimental to our cause.

"I wish to repeat that with so much emphasis that those even who are reading the daily morning paper will hear it. Brethren, is this the reading-room? If so, I beg you to lay aside the regular business of the hour, and listen for a moment to this proposition.

"I believe, and am profoundly convinced, and wish to bring the thought before every delegate of this Conference, that there could be nothing more destructive to the interests of our cause than for the opinion to prevail that it is advisable for Conference Committees, as such, to enter into the management of Sanitarium enterprises, of school enterprises, of publishing interests, or of any other business enterprise. That was the great fundamental error in our plans which led to the remodeling of the General Conference Association, and making it a great business concern. It put into the hands of men who should be preaching the gospel. the burden of planning for Sanitariums, for schools, for publishing, and for various business interests, and called them together to study financial matters, when they should have been preaching the gospel.

"In the organization of the Christian church, there were apostles, whose work was well defined. It was to carry the gospel of the kingdom to every nation, kindred, and people throughout the world; and when those apostles were called upon to attend to the details of business affairs, they called the church together, and told the church that that would destroy the influence of their work, that would interfere with their work. They called for deacons to be appointed to look after these business matters, and the deacons were appointed. And they were blessed; some of them became preachers. I would to God that all our business men were preachers. But, brethren, the fact that the Lord gives the word of wisdom to a business man so that he shall preach the gospel, does not do away with the necessity of deacons, or with the necessity of our keeping ever distinct in our minds the difference between apostolic work and deacons' work.

"Now I may be talking longer on this than the occasion requires; but, brethren, this principle is one that should be well considered in this Conference; and when the time comes, I hope not only to hear the voice of my brethren regarding it, but to see recommendations made which will help our people everywhere to discern the difference between the apostles' work and the deacons' work, the necessity of having groups of deacons in every Conference to look after the business. When this is done, it opens the way for our Conference Presidents to do apostolic work. It opens the way for them to go out with the young men and teach them how to do successful evangelistic work. How is it now? We look the cause over to find men who can go out and take a group of young men and teach them how
to preach the gospel, and we can not find nearly so many as we want. Our Conference Presidents have all been trained to be arch-deacons, to do arch-deacons' work, to study finances, to preside at committees, to look after this business, and that business, and the other; but I believe that the Lord will bring a great blessing to this Conference by taking steps to turn our faces in the other direction, and that He will bring a great blessing to our cause when we turn our faces in the other direction, and tell our apostolic men to do apostolic work, and organize our groups of deacons to do the deacons' work."--April 6, pp. 18-20.

CONSTITUTIONS CAN'T SOLVE ORGANIZATIONAL PROBLEMS: "M. C. Wilcox: .... Change in resolutions or constitutions does not make any change whatever in our practice, of itself. We may pass all these resolutions, all these principles of organization, and go on and do just the same as we have been doing for the last twenty-five years. It will not prevent our people from loading upon one man membership in every single board that there is in the General Conference, district Conference, and State Conference. We can make them all arch-deacons. I do wish that we could come back to that place where the progress would be from the deacons upward instead of from the ministers and preachers downward. I do believe that if we will get this thing deep down into our own hearts and souls, and feel that the Spirit of God, and our own good common sense must guide us in all our Conference organizations, we will have little trouble indeed, and we will not bind ourselves about with red tape and feel that everything must go in just the same way. There are different fields sometimes that demand different organizations, and I hope that when that field comes, and that time comes, and that place comes, that God will have men that will be willing to break the red tape, if necessary, and form the organization in harmony with the field, and according to the demands of the occasion. That is what the Lord wants us to do. All the progress that this world has made from the beginning to the end, or that the cause of Christ has made, has been over the wrecks of broken constitutions that men have formed. And I believe that the constitution ought to express what we are, and ought to leave the red tape out enough so that people can walk in the right. I hope that the Lord will, as we pass these, as they probably will pass, and are good in their suggestions, at the same time I hope we will hold the Spirit of God and common sense above them all."--April 6, pp. 20-20a.

INSTITUTIONS AND MEMBERSHIP RESPONSIBILITIES: "Watson Ziegler: .... I believe in the principle of the resolution that the people may know that they have a right to have a part in choosing persons to have charge over the various institutions that they create. I believe as Elder Wilcox stated that we may pass resolutions, and constitutions as long as we want to, but unless we educate and work to principles nothing will be accomplished by the thing that is formulated, but I think it is right for us to pass upon a line of general policy that we can educate to, and lead all to see that they have a right to operate the things that they create, and unless we do have such a plan formulated, if we do educate the people to understand that, they rise up in the local conferences and break down a good many existing conditions in order that they may have a voice in things that they want to have a voice in. I am heartily in favor of the resolution as here introduced."--April 6, p. 22.
W. C. WHITE AND LOCAL CONFERENCE DEPARTMENTAL IDEA: "W. C. White: . . . Now we regard in California Church-school work as one of the first and most important branches of institutional work, and the superintendent of our church-school work is made a member of our Conference Committee. Now, Brother Ziegler, do you discern the difference between our appointing Brother J. S. Osborne, who represents twenty schools, who represents a work including twenty schools, on the Committee, from the appointment of a teacher of each of those twenty schools on the Committee? That is the point of the amendment.

"Now I would like to illustrate this as it relates to the medical work. We have in this Conference in our Sanitarium work, an institution at St. Helena, another at Eureka, another at Sacramento, another at San Francisco; and there will be many more by the time we meet in General Conference again. It would be impossible, as well as undesirable to have representatives from each of these institutions on the Conference Committee, but from the medical missionary work in California we are able to select a man who understands the medical work, who understands evangelical work also, whose interests are for the evangelization of the world, and whose efforts are to make the medical institutions evangelizing agencies; and such a man on our Conference Committee is of great value, and of great value to the institutional work.

"So also with our College work. We want a college man on the Committee. By meeting the Committee, by understanding its plans, by counseling with them, he is fitted to go back to that college and make it a training-school for workers in the Conference, to much better advantage than he could possibly do if he did not have that privilege of meeting with the Conference Committee. At the same time he secures their interest in developing the College interests, and every member of the Committee, by contact with that college man, is better prepared, not only to work himself in behalf of the college, but to help his fellow ministers wherever he meets them, to know how to work in behalf of the college.

"Now one word further in response to what Brother Lane says. I wish to call attention to the instruction given us two years ago in the matter of reorganization. We were told that our work had gotten too much in the form of--shall I say a ring? I do not know that that is the term used, but that is the thought we had; and that every branch of the work was to be represented. So on the General Conference Committee medical men were brought in, educational men brought in, publishing men brought in, on the General Conference Committee. This is the same principle, and the same backing that the other has [on the local level]."--April 6, pp. 37-8.

ADDITIONAL A. T. JONES' ARGUMENT AGAINST 1903 CONSTITUTION: "A. T. Jones: . . . [The local] Conference Committee governs for itself, acts for itself, attends to its own business, and lets other people's business alone. The Union Conference Committee itself is a self-governing committee. It governs itself, not the conferences, not any of the churches--nobody in the conference. The General Conference Committee is to be a self-governing committee; not to govern any conference, or anybody at all but itself. And this constitution opens the way for them--I don't say that they intend it--it opens the way for them to encroach and govern somebody besides themselves. What I am after is that we shall have a constitution that shall everlastingly hold that thing
impossible, and make it impossible; and the present constitution does it, for it is a committee and it has its own president, it elects its chairman."--April 9, p. 53.

Jones Quotes Extensively From EGW College Library Address Illustrating Unity in Diversity Theme: A. T. Jones: "'To the leaders in the medical missionary work, I must say that no one is to claim kingly power over God's heritage in the medical missionary work.' I say Amen; you say Amen for the medical work.'

"Voices: Yes or for any other work.

"A. T. Jones: Now that is best for all the Conference so come along. God's people are to be under Him, and Him alone. There is one Shepherd. He has one flock. 'The Lord knows the future.' Of course we can trust the brethren who are here now; because we are here now. But there are people coming afterward. 'God sees the future.' He is calling us in another direction from the way this new constitution is proposed; and what I ask for is, that we shall keep our eyes and our steps and our faces in that direction, and not turn back to Egypt, and Babylon, which this Testimony (holding up a Testimony) points out. And then getting past--think of it: first on the road toward a kingly power confused in itself. A kingly power in the church, 'confused in itself.' What is confusion? That Testimony that came to us from the Lord, that called us away from the other thing, and made our present constitution, and called us to better things, as it tended again to the papacy and to Rome and to Babylon; and if it went on, it would come to nothing. We don't want to go in that direction. We don't want to take any step that will make it possible to go in that direction. (Amen). 'The Lord knows the future.' He is the One to lead, and trust in to guide, to guard, and direct in the future development of the various branches of His work. 'For several years I have been warned that there is danger, constant danger, of men looking to men, for permission to do this or that, instead of looking to God for themselves.' And when you make it so that it is impossible for them to [do] that, without going clear out of their way, then we are in the right direction; and when you make it so that it is possible for them to come and group up this way, we are started in the wrong direction.

"Thus they become weaklings, bound about with human ties that God has not ordained. The Lord can impress minds and consciences to do His work under bonds to God, and in a brotherly fraternity that will be in accord with His laws.' 'Each institution is to stand in its own responsibility.' Then why is not each phase of the work, the medical missionary work, the educational work, the publishing work, to stand in its own individual responsibility and all be unified under bonds to God, in a brotherly fraternity that will be in accordance with His law?

"They will increase in strength and influence if they follow the light God has given. . . . It is best for every Sanitarium to stand in its own responsibility.' Other things are included in the next paragraph: 'The kingly power formerly exhibited in [the] General Conference is not to be perpetuated.' Then we cannot afford to have a constitution that looks forward or makes it possible for that to be done by mistake. The principle, we are told, the principle is wrong. Not that the men are
willfully wicked, not that they are wicked at all. They are our brethren; but we have had that twice repeated, and God calls us away from it. I do not want to risk it a third time, even with one of my brethren.

"The kingly power formerly exhibited in the General Conference is not to be perpetuated. The publishing work is not to be a kingdom in itself. It is essential that the principles that govern in General Conference affairs should be maintained in the management of the publishing work and the Sanitarium work.'

"Very good. What are the principles of the Sanitarium work?--That each institution, each part of it, shall stand upon its own individual responsibility, under bonds to God alone, and all working together in a brotherly fraternity, according to God's law.

"This present Constitution organized us in departments, and that same principle carried back through medical missionary work to General Conference affairs, says that each department shall stand upon its own responsibility, and they will be co-ordinate branches, departments, each one carrying on the work that God has given to it, and that has been distributed to it; and that is working together in a brotherly fraternity that will be according to God's law. And there will be more unity, there will be more harmony, there will be more good cheer, and there will be infinitely more work done, in that way than ever has been done, or ever can be done by this other method.

"If that Constitution had been followed strictly in the spirit, and as it was intended, and as these principles call for, we would have been far more than two years ahead of where we are today; if they had been followed the last two years, I say, we would be far ahead of where we are today.

"Now the question was asked a while ago, what is the Committee for? What is its work?--Its work is to work, and not try to boss somebody else that is at work, whether Conference Committee, Union Conference Committee, General Conference Committee, or what not; and not try to superintend somebody else at work; but to work, so that when the committee meets, we meet as a Committee; State Conference, we meet as a Committee. We study the work, each one comes in from his field, and in committee he reports the conditions in his field; reports the needs of that field, and then all report. We study it together, and discuss it together;--and then all report. We study it together, and discuss it together,--our own work, and not somebodys else's. Then when the Committee is adjourned, we go out to carry on our own work, and not try to see whether somebody else is doing his work right. And when one of the committee men out in the field, he meets a crisis, he does not sit down and write up to somebody at headquarters, and ask him what he shall do. He calls in responsible men in that place, in that community, who are upon the ground, and counsels with them, brings them into the work, and gets them interested in the work, and carries on the work there, with the men who are there.

"Now I am not talking at random. In my ignorance I thought that this Constitution meant what these principles of organization called us unto, and because of that ignorance, and being brought into Conference work over here [California], I did not know any better than to go ahead and do my best to carry them out. And whatever you may think, whatever credit anybody may be ready to give to anything that has been done in California for
spreading abroad the work in other fields, please give the credit to the principles contained in that document [EGW College Library Address]; for I have used it from the first day that I began official work in this Conference two years ago. The first thing I did was to get together the people and read to them that. Then just as soon as possible, we got all the workers in the Conference together, and held a convention of five weeks, and I read that to them. Then we made it our study, and the guide in our work, in our councils, in committees; and in that convention we took up the Conference work first, and the educational work, and the medical missionary work, and the business affairs of the Conference, all the business of the institutions in the Conference; and we all studied it together.

"Now there is a defect, that which Brother Cady asked for in the educational work. That is good if we can not get anything better; but there is a defect in that an Educational Department, and the educators all meet, and consider all together the work to be carried on in the educational line. That is good if we can not get anything better; but it is far better to have the Conference workers, and the medical missionary department, and the publishing department meet with the educational department, and to have all the departments meet goether, and study the educational work, and then study the medical missionary work, and the publishing work—all to work together. Then when they separate all can work together, though they be ten thousand miles apart.

"This is the principle of this document I hold before you, and we read and studied over and over, and this it is that has given to us the success we have had in the work in California."—April 9, pp. 55-8.

Whether you call him President, or call him chairman, it matters not to me, but I do believe that it is consistent for the whole delegation to select that man. ["Amen."] Now in the reorganization two years ago, I will say that at that time I did not advocate this principle or this policy or this proposition, that the chairman should be selected by the committee. I know some brethren have brought this up now within a day or two, that that was my proposition; but that was not. You may read the Bulletin through and you will find it was not at all. But I will tell you I was occupying the chair when the proposition was brought up. And when a statement was read just as Brother Jones read here today,—'It is not wise to choose one man as President of the General Conference,' I never had read that. I did not have any answer to make. I did not know what it meant, further than just what it said, and I made no argument that was against it, but as soon as I could find the statement I read all that pertains to it. And all that the article deals with, and I want to read a little more of it here to you this afternoon.

"It is not wise to choose one man as President of the General Conference. The work"—now why?—'the work of the General Conference has extended, and some things have been made unnecessarily complicated. A want of discernment has been shown. There should be a division of the field or some other plan should be devised, to change the present order of things. The President of the General Conference should have the privilege of deciding who shall stand by his side as counsellors.' That statement follows the one above; right on. Now I judge from that, that the thought is that there will be a president of
the General Conference but that the field will be divided up so that he will not have the large burden of details that have been falling upon him. That is the thought I got from it. Then it goes on and tells of his work, and how it should be and lays it out and then it goes farther—'I have the word of the Lord that presidents of Conferences'—State Conferences; and taking it all the way through, so far as I can see, it recognizes all the principles of organization that this people adopted away back forty years ago. ["Amen.""] And as I understand it, the instruction was to decentralize responsibilities and details and place them in the hands of a larger number of men. Now in our work of reorganization this is just what we have endeavored to do. Instead of having the details of General Conference organization centering at Battle Creek, we have been trying all the year to push them out, back to the Union and local Conferences, where they belong, and to put departmental work in the hands of committees specially appointed for that purpose. And so the General Conference has practically become an advisory mission board."—April 9, pp. 73-5.

DEBATE OVER DELETION OF TERMS "UNIFY" AND "EXTEND" FROM 1903 CONSTITUTION: A. T. Jones: . . . "One object of the organization, under the constitution that we had, was that the work should be unified and that the Conference Committee should be the unifying agency instead of a controlling agency; it would be an advisory and unifying agency of the different departments of the work of the cause. Now I confess that it has not been done; that is plain enough. There has been lack of unity among the departments. And I did not think it would be a good thing to leave it out and quit because it had not been done. I think that still. The work of the Committee of this organization is the same as it was before.

"The Chair [H. W. Cottrell]: I will say to the delegation that I do not think anybody at any time had any objection at all to the other article, except me; and I only had that one thought in it [i.e. his 'personal dislike to the word unify, since they are always unifying, and never coming to a unit'], and I have not any speech to make on it. I would as lief have the other one as this one. It does not make a particle of difference to me, if it is agreeable to the house.

"G. A. Irwin: I move the adoption of the other [1901 statement] one.

"M. C. Wilcox: I second the motion.

"The Chair: It is open for remarks; are you ready for the question? I would like you to note that all the difference in the world is in that one word 'unifying.' This takes the gospel everywhere, and that is the commission of Jesus, and the other takes the gospel everywhere, and that is the commission of Jesus.

"A. T. Jones: I submit that there is a good deal more than that in it. 'The object of this Conference shall be to unify and to extend to all parts of the world the work of promulgating the everlasting gospel.' 'Promulgating the gospel' is there the same as in the new one; but this other thing is there also—that is vital and worth something. There are two things in the right one, and only one in the wrong one.
"The Chair: I would like to ask the member if the receiving of the gospel does not unify? . . .

[Upon taking the vote] "The majority being uncertain, a rising vote was taken and counted, when 39 favored and 47 opposed, so the substitution [i.e. proposal to retain 1901 terms 'unify' and 'extend'] was lost."--April 9, pp. 92-4.

A TRULY REPRESENTATIVE GENERAL CONFERENCE COMMITTEE URGED: "R. C. Porter: . . . When we come to the different departments of our work, I believe we strike the question of unity or disunity in the question of the Executive Committee. And if I rightly discern the spirit of the Testimonies that came to us two years ago, there was as much stress laid upon the question of the Executive Committee as there was on the organization of Union Conferences. If I rightly understood the spirit of it, there was as much necessity for change in the plan of that Executive Committee in order to have unity as there was to have Union Conferences organized, and place the financial responsibility with them to a large extent.

"So I think in that part of the Constitution we have done well, and I am in favor of all that we did; but this part of the Constitution now that provides for the Executive committee, if it should pass as it here reads, would leave us with about nine-tenths of our committee ministers engaged in evangelical work, and about one-tenth of them to represent the educational, the Publishing, the Sabbath-school, the religious liberty, and the Medical Missionary work. And there I think we touch the cord of disunity in the organization of our Executive Committee. If we could have this Executive Committee so arranged that we should have a good, fair representation on the Executive Committee, of medical men, educational men, and of these other lines of work, of men that have responsibilities in the work, so that when we come together in council, it would not be simply an evangelical council of ministers, but there would be a fair representation of all the other men to counsel with, in reference to the points that these men represent--I am satisfied I could make that point tell on this body if you were to put as superintendents of every one of our Union Conferences a doctor, and then after you had got every one of our Conferences superintended with a doctor as its president, and then you go to formulate an Executive Committee to represent the rest of the interests, and you put on about six out of them doctors yet, and then you say to the rest of the institutions and the ministry, 'You can have the rest of it to represent your interests, the evangelical and the other,' I think we would all say very readily that that would not be a fair arrangement and organization of our General Conference Committee, to provide for these interests on the plan of unity, that would best unify our work, and carry it forward with the least friction. . . .

"When we come to the question of unity, the people of Israel failed anciently when they went up to take Ai, or to take Jericho, because they did not take all the people with them. We will fail in adopting this Constitution, in my humble judgment, if we do not place such a representation of these different departments upon our Committee that they will take all the people with them, and they should be such that they are fairly representative on this General Conference Committee."--April 9, pp. 98-100.

E. A. SUTHERLAND AND TENDENCY TO CENTRALIZE EVEN AFTER 1901: "E. A. Sutherland: . . . It seems to me the thing we are to fear more than anything else in this
[organization question] is the danger of centralization, and consolidating. It is a fact that during the last two years, in spite of everything, there has been a tendency to centralize. We have seen this in a number of ways, and I believe it comes in this way. When we see a great work to be done, it is perfectly natural for us to want to do this work in the quickest way, and the best way possible, and if you throw that great work in the hands of a few men, they will be likely to draw in everything that can be so that they can handle the work quickly and carry it on to the very best advantage. Now you remember, two years ago the Mission Board was in New York, and it was brought to Battle Creek for that very reason, so that the work could be carried on with greater ease, and this tendency has been at work in the publishing work. Testimonies have come to us during the two years that there is great danger of this, and the publishing houses, or some publishing houses have been cautioned not to centralize, not to crush the publishing house in the south... I know what it means to break up this centralizing spirit, to break up the school in Battle Creek, to keep the young students from coming in there, putting them outside, and starting small schools outside, which eventually broke up the Battle Creek College as we used to know it, and it takes considerable faith in God for one to do that, and when one is going through the experience of breaking up that centralization, it sometimes looks as though the work is going to pieces, that we had been broken up, but if we had not broken up that, we should not have gotten out of Battle Creek.

[Quoting EGW]: 'He [God] desires His people to remember that there is a large space over which the light of present truth is to be shed. Divine wisdom must have abundant room in which to work. It is to advance without asking permission or support from those who have taken to themselves a kingly power. In the past one set of men have tried to keep in their own hands the control of all the means coming from the churches, and have used this means in a most disproportionate manner, erecting expensive buildings where such large buildings were unnecessary and uncalled for, and leaving needy places without help or encouragement. They have taken upon themselves the grave responsibility of retarding the work where the work should have been advanced. It has been left to a few supposed kingly minds to say what fields should be worked, and what fields should be left unworked.'

"This has been true during the past two years... The Lord has said that it has been left to a few supposed kingly minds to determine what fields should be left unworked. This is not casting any reproach upon any one. I believe any one [is a] king who is in a position where he can draw mighty power to himself. It can be in a school, it can be in any institution; it is not the man that God is bringing out, but it is that power, centralizing, and we know that this denomination has retarded the work, because of that spirit of centralizing..."

[Again quoting EGW]: 'The present showing is sufficient to prove to all who have the true missionary spirit that the regular lines may prove a failure and a snare. God helping His people, the circle of kings who dared to take such great responsibilities shall never again exercise their unsanctified power in the so-called regular lines. Too much power has been invested in unrevived, unreformed human agencies.'

"This scares me, when I see things going backward again. And every one who has been looking, must acknowledge that principles were laid down two years..."
ago, they can be read in the BULLETIN, that plans were laid that have been laid aside, and that there have been changes, and that we are doing things that we thought we would not do two years ago. . . . [In 1901] the Chairman of the General Conference stated, in his report, that since the General Conference had been broken up and the responsibility had been distributed, that there was very little for the General Conference to do. And I remember, two years ago, that that was the plan,—that the General Conference Committee should be advisory, and not executive."—April 9, pp. 104-08.

PRINCIPLES, NOT SPECIFICS OF ORGANIZATION, GIVEN BY SPIRIT OF PROPHECY: "G. B. Thompson: I rise to protest against one thing that seems to be coming in, and that is, to clothe this old constitution with inspiration. I do not believe that this old constitution is inspired; because God called for reorganization two years ago. Neither am I prepared to accept the alleged fact that this constitution is an exponent of the principles that were laid down two years ago. It does not follow. I have noticed that that has crept into a good many speeches; and we are left with the proposition before us that unless you vote for the old constitution, you are going back on Inspiration. I do not believe we ought to place it in that way before the delegates."—April 9, p. 110.

W. C. WHITE ON CENTRAL ROLE OF ALL DEPARTMENTS: "W. C. White: Brethren, is it not a fact that our commission is to go and preach to all nations? And the medical work is the right arm; the educational work may be the left arm; the publishing work may be one of the legs; I do not know. I would not attempt to go into the anatomy. But these departments are limbs. The body is the missionary work. So far as medical work is missionary work, is evangelistic, it belongs to the body. So far as educational work is evangelical and missionary, it belongs to the body; and just to the extent to which these are not missionary, they are useless. So with the publishing. What does all our commercial publishing amount to? Why, it is just as it was illustrated years ago, when at the Pacific Press here, we were struggling with debts, and planning for enlarging the plant. The matter was presented in a dream in this way to Mother. The men conducting this work were seen dragging a heavy wagon, panting and pushing, pulling up hill and down hill; and the question was asked, 'What have you in that wagon?' They looked, and replied, 'It is old iron.' I tell you, brethren, there is too much old iron in some of our institutional work. But that which is of value is missionary, it is evangelical; and to properly understand the relation of these things, we must accept the principle that our work is missionary work, and that these branches, these auxiliaries, departments, or institutions, they are auxiliaries. But the body is missionary work."—April 9, pp. 110a-b.

S. H. LANE AND GC PRESIDENCY: "S. H. Lane: . . . Just the very moment one man is put in [as GC President], he will feel a tremendous responsibility, and he will feel right, for it is a tremendous responsibility, and his whole mind will be absorbed and he will become so intensely interested he will not even rest nights, and the thing will keep him going till by and by somebody has nervous prostration. Now am I saying a fairy tale? Has not that been true and verified time and time again during the last twenty years? Indeed it has. Now if we make our departmental work prominent, and let the committee come together, lay out their work, and then all part, every man knowing what his special duty is, and then doing it, then, I believe, the work will be
properly done, and one man will not feel the responsibility of the whole thing.

"Now again, if one man stands at the head, every other man feels as though he ought to look to him, and get his consent, and stand around, and say 'Had I better do it?' and not do it until he says so; and then that man not being right there, where the man is, who does the work perhaps, gives advice that blocks the work, and it seems to me that I want to make it as plain as possible, that we ought to elect a large committee who will be appointed either from this floor or by that committee to take charge of different things... Let every member of that Committee not become a specialist, but work that department as far as he can in connection with all other departments, and just the very moment we do that, I believe we will make progress and not centralize everything."--April 9, pp. 112-13.

GENERAL CONFERENCE COMMITTEE SECTIONAL MEETINGS:  "C. P. Bollman: ... Why should we allow these various sections of the Committee, in various parts of the local fields, deal with local measures? It seems to me that is right in line with the policy of reorganization and the distribution of responsibility,—to allow these sections of the Committee a good deal of liberty in their local fields. There is no danger that brethren sitting over in Europe will undertake to revolutionize something in this country. There is no danger that the brethren on the Pacific Coast will attempt to do anything with the work in Mexico or over in Europe; not a particle of danger in that. It seems to me that we do not need to guard this with such exceeding care. It appears to me that it was perfectly safe, in the first place, and that we should pass this, and believe that our brethren in these different places are going to act in harmony with the body, as nearly as they understand, and that they are going to do the thing that seems to them the right thing to do at the time and under the circumstances, as they see how matters stand in these local fields. They would know more about the local needs than somebody who lives a thousand miles away would know; and that is the very thing we want to avoid. We do not want to have men who are a thousand miles distant decide minor matters in regard to local fields, with the needs of which they are not all fully acquainted. We want local men to decide these questions."--April 9, pp. 127-28.

A. T. JONES' OPPOSITION TO QUORUM CONCEPT:  "A. G. Daniells: ... I know from past experience that your Committee will have to proceed on this line [sectional meetings of GCC] whether you say it in your constitution or not, if they go forward with their work. Why, brethren, all through the year, you that have been located in different parts of the world know very well that this is just what we have been doing the whole year, right straight along. Wherever three or four or half a dozen could get together, we have counseled the best we could about the great work that we have to do, and have endeavored to get all the information from one another that we possibly could. Did we not do that, Brother Jones, out here, when I was out here last summer?

"A. T. Jones: Nobody ever called it a quorum, did they?

"A. G. Daniells: No; but we did the business, and went on and transacted it, and nobody blamed us.
"A. T. Jones: . . . The only objection I have in it is to have four or five men be a quorum of thirty-six or thirty-seven men.

"A. G. Daniells: Then let us take the word that Brother Wilcox suggests,--'shall be empowered to.' Does that please you?

"A. T. Jones: Sure! The Quorum is what I do not want.

"A. G. Daniells: Well, I do not want it, either."--April 9, pp. 129-30.

REPUDIATING "KINGLY POWER": "W. C. White: [regarding typographical errors in published 1903 GC Bulletin] On page 157, middle column, sixth line from the bottom, the statement was, 'The kingly power should not be perpetuated.' By some clerical error it is made to read, 'should not be repudiated,' which reverses the meaning.

"C. P. Bollman: According to the opinion of some of the brethren, it has not been."--April 10, p. 77.

W. C. WHITE ON CENTRAL PURPOSE OF REORGANIZATION: "W. C. White: I believe that we should bear in mind the thought that Brother Jones has told us so many times with reference to reorganization. Our plan means that the General Conference is to press back upon the Union Conferences everything that the Union Conferences can do; that the Union Conferences press back to the State Conference everything that the State Conference by itself can do; that the State Conferences press back to each church everything that that church itself can do. There are certain things that individuals need to cooperate in; therefore we have a church; some things that churches need to cooperate in, therefore we have a Conference; and so with Union Conferences and the General Conference. It is the purpose of those who have this work as a burden on their heart, to do everything possible to encourage men in the mission fields to take the burden, to carry the burden in those fields; but there are certain lines which require cooperation. There are certain lines in which cooperation means great economy; and that this cooperation may be effective, it is desired that one of the Secretaries of the Mission Board shall be commissioned to specially study this, so that the experience gained in one particular field may be utilized in other parts of the field, and that we may not have our brethren repeating all over the field mistakes which means loss of money, time, and influence."--April 11, pp. 16-7.

VII. 1901-03 ACTIONS OF GENERAL CONFERENCE COMMITTEE THAT GIVE INSIGHT INTO ORGANIZATIONAL CONCEPTS

SHARING OF CONFERENCE SURPLUS: "It was deemed expedient that the Chairman prepare a statement for the REVIEW AND HERALD, suggesting the advisability of Conferences able financially to do so, to assist the work in some of the Union Conferences that can not expect to raise an adequate amount of funds necessary to extend the work vigorously, as in the case of the Eastern Union Conference, with nearly half the population of the United States, and a church membership of only 8172."--April 28, 1901.
KELLOGG RATIONALE FOR "BINDING" MEDICAL WORK: "It was moved by J. H. Kellogg, seconded by Dr. D. Paulson, that the money that is raised for carrying forward institutional health work in England be presented to the English organization on condition that it be accompanied by an instrument of gift so stated that it will bind that work to the International Medical Missionary and Benevolent Association as our other Sanitariums are in this country; as, the South Lancaster Sanitarium, the Nebraska Sanitarium. The mover stated that the sole object of the recommendation is to guard property interests, that they shall not be swung out of the work. . . .

"Dr. Kellogg spent some time in explaining quite fully with reference to the plan of organization of various Sanitariums and their relation to the International Medical Missionary and Benevolent Association. He stated that in the incorporation of these institutions the following points should be provided for: 1, The attainment of the objects for which the International Medical Missionary and Benevolent Association stands; 2, the proper disposition of money; 3, the conditions of membership; and, 4, the disposition of the property in case of dissolution, the same to revert to the International medical Missionary and Benevolent Association.

"The question before the Committee was the adoption of the motion made by Dr. Kellogg in the preceding meeting with reference to the assistance to be rendered to the work in England, which motion was read to the Committee, and, by vote, adopted."--April 29, pp. 25-6.

A. G. DANIELLS AND CENTRAL ROLE OF GC: "Consideration was given to the relation of our general organizations, the General Conference, the Mission Board, and the General Conference Association. Elder Daniells stated that the work of organizing Union Conferences had successfully proceeded until nearly all administration affairs were now conducted in the Union Conferences and Boards; and he believed that the future work of the General Conference would be, primarily, that of a great Missionary Board; therefore, he thought that all work could be handled by one committee [i.e. the work formerly done by the General Conference Committee, General Conference Association, and Mission Board].

"Voted, That we suggest to officers of the General Conference Mission Board and General Conference Association that they form an outline of a plan for simplifying the organizations of the General Conference, and present the same to the next General Conference in session."--Oct. 17, 1902.

A. G. DANIELLS AND A. T. JONES ON CENTRAL THRUST OF 1901 REORGANIZATION: "Elder Daniells then reviewed the work of reorganization, which the denomination had been called upon to effect at the last General Conference, by building upon different principles. The guiding principle had been the decentralization of authority by the distribution of responsibility. This had led to the organization of union conferences. In reorganizing, special attention had been given to the representation of the four features of our work—the evangelical, medical, educational, and publishing interests—on all operating committees, whether general, union, or local. The relationship of these organizations was not arbitrary, but rather advisory in its nature.
"The speaker believed the principle should be recognized in our medical and publishing work, which should constitute recognized departments of church work. Reference was made to the plans developed on the Pacific Coast.

"Elder [A. T.] Jones then read extended extracts from the minutes recording the organization of the medical work in the Pacific Union Conference, where the plan outlined had been followed. They had been guided by the principle that the responsibility of control must be placed where the work is being carried on. This was done by finding a constituency among the members of the local church, this constituency choosing their own Board, one of whom shall be a member of the State Board, thus providing a cord of union between the general and local organizations. This they found to be harmonious with a recent testimony declaring that the principle which governs in General Conference affairs should also govern in publishing and Sanitarium work. Individual and institutional freedom had been maintained, yet in a bond of fraternal union, thus making the medical work a part of church work, and not separate from it.

"Dr. Kellogg assured the council that this form of organization would be heartily favored by the I.M.M. Board, their doctors and nurses, and further stated that the Board had ever desired to work in harmony with these principles. All the medical workers present assented to this statement by standing."--Nov. 13, 1902, pp. 125-26.

A. T. JONES AND ESSENCE OF REORGANIZATION: "Elder Jones then spoke to the question of the relations of the General Conference to the Medical Missionary Board, and all other organizations and institutions, as well. The essence of reorganization is found in the principle of self-government, with God as the source of life and power in the government. This principle he carefully followed in its practical applications, from the individual to the church, the conference, the union conference, and the General Conference, all of which were self-governing in those spheres within their respective jurisdictions. Thus the General Conference itself is self-governing in respect to affairs that arise from the relations of the union conferences. The executive committees of all these conferences are not to control, but to be workers to help the individual or institution in its specific work. In confirmation of this, he read from the instruction given in the call to the reorganization of the General Conference Committee, which instructed the Committee to cease its efforts to control, and to impart to [the unions?] the responsibilities with which it has to deal. Thus work, and not control, formed the keynote of this instruction concerning the character of the Committee."--Nov. 17, 1902.

IMPELLING CONFLICT OVER MEDICAL ORGANIZATION: "Referring to the meeting of the previous day, Elder Knox felt that the principles then set forth had been the guide of the present Committee in the discharge of its responsibilities, and these principles were also heartily approved by the medical workers. In view of the facts, he raised the question why we should be in the present difficulty.

"Elder Jones replying, stated that he had intended to dwell upon the relations of institutions and organizations to the General Conference. Owing to the fact that the medical work had not enjoyed proper cooperation in its work, it naturally followed that its form of organization had been
affected by these unfavorable conditions. Brother Jones believed that a careful study of the medical missionary work as now organized would discover possible adaptations and adjustments in its relations to the General Conference.

"Extracts from recent Testimonies were read, and it was noted that since the General Conference Committee had been reproved eighteen months ago for its exercise of kingly authority, no word had been received indicating that the Committee was continuing this authority, neither had it been stated that the Medical Board had exercised such authority toward the General Conference Committee. It was instead located within the medical work itself, in its relation to its own work and workers.

"Dr. Kellogg assured the brethren that himself and colleagues wished all such power eliminated from the conduct of the medical work, and both Dr. Kellogg and Elder Jones cited circumstances which had seemed to render necessary restrictions which the medical Board itself regretted, in order to protect the property interests involved. When a local constituency could be secured, and local management provided, this difficulty would be obviated."--Nov. 18, 1902.

W. C. WHITE AND USE OF EGW TO RESOLVE MINUTE DETAILS: "Elder W. C. White then took the floor and talked for some time on the proper way of studying the Testimonies which come to us. He stated: 'Every word of God is based upon principle. When testimonies are received we should study to learn the underlying principle.' He spoke of the history of the establishment of the work on the Pacific coast. He believed the question as to whether the branches [of various publishing houses] should be under the direction of the Union Conferences or the publishing houses resolved itself into the question of self-government. One thing against which we have been cautioned is the centralization of power and long distance management."--Nov. 19, 1902, pp. 144-45.

KELLOGG RATIONALE FOR RETAINING CONTROL OF MEDICAL WORK: "Professor Prescott inquired if union conference organizations for the conduct of the medical work might not be formed east of the Rocky Mountains, as on the Pacific Coast.

"Dr. Kellogg replied that such organization depended upon the educational work already planned in the resolution passed by the Council, by which means a constituency would be provided, and the two branches of our work be made one."--Nov. 20, 1902.

DANGERS OF CENTRALIZED CONTROL: "Dr. Kellogg suggested that the committee of eight to make a recommendation concerning a plan for circulation of the 'Living Temple' would be pleased to make a report. . . . The following report was presented by the committee:

'We recommend, That we cooperate heartily with the Sanitarium Board and the Medical Missionary Board in the sale of the 'Living Temple,' with the understanding that the entire proceeds of the book are to go to the rebuilding of the Battle Creek Sanitarium.
"It was moved to adopt the report. The question was raised as to the responsibility involved in the adoption, and it was understood that the Committee did not intend to commit the Council further than to assure the help of all who could approve, without coercing any.

"Several brethren spoke to the motion, calling attention to the importance of securing unity of action in conducting the sale.

"W. C. White expressed his deep interest that our people make a united effort for the relief of the Sanitarium. He would prefer a division of the proceeds from the sale, both for principle and policy, believing it would bring more to the Sanitarium, and other Sanitariums, as well. He also suggested that the books be paid from the proceeds of the sale. He further thought the book itself should be considered kindly, but solely on its merits.

"Elder Jones then referred to the importance of having a physiological work in which God is recognized, citing an illustration of the danger arising from the omission of God in such a work. The parts of the book which occasioned question in the minds of some of the brethren did not appear to him vital. He then read extensively from the galleys, parts relating to the personality and being of God, the nature of man, and other subjects which are not clear in the minds of some. In view of the recognition of the authority of the Bible, and of Jesus Christ as the only way to God, he did not believe the common people would err in following the instruction of the book.

"After quite an extended interchange of thought relative to the question, in which Dr. Kellogg made mention of his personal experience in reaching the conclusions which appear in the work, the Doctor suggested that the whole question be withdrawn, leaving the Sanitarium Board free to promote the sale with the cooperation of such as favored the teaching of the book."--Nov. 20, 1902, pp. 151-52.

A. G. DANIELLS AND GC AVOIDANCE OF INSTITUTIONAL CONTROL: "The locating committee examined all parts of the District and found Takoma Park the location best fulfilling the specifications.

"Brother Daniells stated that it was not the idea that the General Conference should have and operate the printing house, the school, the school sanitarium. The General Conference must hold itself in equal relations with all our denominational schools, printing offices, and sanitariums, helping all alike, although in starting the work in Washington, the General Conference must necessarily take special interest in fostering the enterprise."--Oct. 12, 1903.

VIII. ELLEN WHITE AND ORGANIZATION: POST-1900 STATEMENTS

DEPARTMENTAL CONCEPT AS UNIFYING AGENT: "Every department of our work should be planned on considerate, generous lines. Every branch of the work should protect, build up, and strengthen every other branch. Men of varied abilities and characteristics are employed for carrying forward the various branches of the work, and each must give his own branch special effort; but
it is the privilege of each to study and labor for the health and welfare of the whole body of which he is a member."--Letter 1, 1901, p. 1. MR 714.

WORKING UPON WRONG PRINCIPLES NULLIFIES GC AS BEING "VOICE OF GOD": "It is working upon wrong principles that has brought the cause of God into its present embarrassment. The people have lost confidence in those who have the management of the work. Yet we hear that the voice of the [General] Conference is the voice of God. Every time I have heard this, I have thought it was almost blasphemy. The voice of the Conference ought to be the voice of God, but it is not, because some in connection with it are not men of faith and prayer, they are not men of elevated principle. . . . We have reached the time when the work cannot advance while wrong principles are cherished. Two or three voices are not to control everything in the whole field. No, indeed. In every field God has men of ability. He does not mean that these men, when they wish to take advance steps, shall send to Battle Creek in order to find out the best way in which to move. The Lord says, 'I will break up this plan of working. I will sever these connections. Every field shall bear its own responsibility.' "--Mss. 37, 1901, pp. 8, 11-2. "Regarding the Southern Work," April 1, 1901. MR 365.

NATURE OF INSTITUTIONAL UNITY: "God does not sanction any plan, born either in council meetings or in an individual mind, that leads to the framing of certain laws binding about and restricting the operations of the Battle Creek Sanitarium or any of our other sanitariums from using a portion of their earnings to build up sanitarium work in any other part of the world, where just such work is essential in response to the call of God.

"When the interests of God's cause demanded that funds should be sent to the barren fields of Australia to establish a sanitarium there, a prompt response should have been made. The word of the Lord came to me to appeal to the Battle Creek Sanitarium for means. We asked for no gift from Dr. Kellogg, but from the Sanitarium--the institution that was boastfully spoken of as being the greatest sanitarium in the world. But notwithstanding the fact that the institution had a good patronage, its managers did not heed the call to help. . . .

"True beneficence means more than mere gifts. It means a literal interest in the welfare of the various branches of God's work. . . . God's stewards are not to work selfishly only for that which is nearest them."--"Unheeded Warnings, I, Nov. 27, 1901, pp. 5-7. Special Testimonies, 1902.

WARNINGS AGAINST "KINGLY POWER": "No one is to claim kingly power over God's heritage. God's people are to be under Him, and Him alone. There is one Shepherd, and He has one flock. The Lord knows the future. He is the One to be looked to and trusted in to guide and guard and direct in the future development of the various branches of His work. [Arguing against the practice of J. H. Kellogg to bind institutions and workers to signed written agreements.]

"For several years I have been warned that there is danger, constant danger, of men looking to men for permission to do this or that, instead of looking to God for themselves. Thus they become weaklings, bound about with human ties that God has not ordained. The Lord can impress minds and consciences to do His work under bonds to Him, and in a brotherly fraternity that will be in accordance with His law. The Lord has not given wisdom regarding the
medical missionary work only to the men associated in the work at Battle Creek. . . .

"The Lord will not accept the most splendid service that means the putting of the least yoke upon His people. We are to frame no yokes for our fellow men. God's word to us is that we are to break every yoke. . . .

[Quoting "One of dignity" seen in vision] "For you to sign an agreement saying what you will do and what you will not do in the future, is not God's order. He who knows the end from the beginning, understands what is in man's heart, and what are the dangers of the men to whom God has entrusted great responsibilities."

"Those who seek to bind up the work in distant fields with the work at Battle Creek by means of these agreements, are assuming too much responsibility. They must not take to themselves power that God has not given them. They must not place themselves where the people will look to them instead of looking to God. . . .

"Too much power is invested in humanity when matters are so arranged that one man, or a small group of men have it in their power to rule or to ruin the work of their fellow-laborers. In the erection of medical institutions and the development of their work, there is not to be a ruling, kingly power, as there has been in the past. The kingly power formerly exhibited in the General Conference is not to be perpetuated. The publishing work is not to be a kingdom of itself. It is essential that the principles that govern in General Conference affairs shall be maintained in the management of the publishing work and the sanitarium work. No one is to think that the branch of work with which he is connected is of vastly more importance than other branches.

"The division of the General Conference into District Union Conferences was God's arrangement. In the work of the Lord for these last days there are to be no Jerusalem centers, no kingly power. And the work in the different countries is not to be tied up by contracts to the work centering in Battle Creek; for this is not God's plan. Brethren are to counsel together; for we are just as much under the control of God in one part of His vineyard as in another. Brethren are to be one in heart and soul, even as Christ and the Father are one. Teach this, practice this, that we may be one with Christ in God, all working to build up one another. . . .

"God calls upon men and women to look to Him, that they may receive light and power and knowledge. He will not be glorified in our subscribing to rules and agreements and contracts binding one institution to follow the guidance of another institution thousands of miles away. It ought to have been forseen that if we desire God to guide minds, these minds must not be bound by human regulations."--"Unheeded Warnings, II," Nov. 27, 1901, pp. 2, 4-7. Special Testimonies, 1902.

CONFERENCE-UNION INTERRELATIONSHIP: "At the last General Conference, the work of organizing Union Conferences was well begun. This work, carried forward till a thorough and efficient organization is perfected, will prove a great blessing.

"At the Oakland campmeeting it was proposed to divide the large California Conference into two conferences. This is a matter of great importance. In
many ways it will be for the advancement of the work. Workers in the southern part of California should not be obliged to wait for the action of committee men hundreds of miles away before proceeding with Conference work which all who are on the ground regard as essential. . . .

"But the brethren in this new conference should not move forward without taking counsel with their brethren in the sister conferences on the Pacific Coast. The light given me is that the very best talent should be placed on the general boards, and that the brethren in Southern California should ask counsel from these Boards when considering the establishment of large interests, such as the starting of a Sanitarium, a food factory, or a school. These interests are too large to be left to the decisions of a local Board of a newly-formed Conference. Mistakes or errors of judgment in these undertakings in California will mean more to the cause elsewhere than many suppose.

"The question in the minds of some is, Should not the Southern California Conference have the power to act independently? The following is the instruction given me with reference to this question:

"The formation of a Conference in Southern California does not mean that this Conference is to stand alone in its working, isolated from other parts of the Union Conference. It is not to be a separate entity. Those in that part of the field should not suppose themselves competent to carry forward large enterprises without asking advice and counsel from their brethren. They cannot work in a restless, independent spirit and have the approval of God.

"If the brethren in the newly-made Conference understood what is involved in the establishment and conducting of a Sanitarium and a food factory, they would not desire the Conference to take this work so fully into its own hands. This work does not concern merely Los Angeles and the rest of Southern California. It concerns all California, and goes beyond California to the Conferences around and to the parent Sanitarium in Battle Creek. In starting a health food factory, we should remember that its work will affect the entire health food work.

"The formation of the Southern California Conference was a wise move. The matter now to be proved is, Will the men who have been chosen to direct in this Conference carry the work forward wisely? If they show that they think they are able to stand alone, plan alone, and work alone, they give evidence that they do not measure their capabilities as God measures them.

"It is not God's design that the Southern California Conference shall carry large and important responsibilities, which affect the whole field, without the counsel of the Union Conference Committee and the aid of most trustworthy business men. All the movements made to advance the work on the Pacific Coast are to be carefully scrutinized, and the work closely knit together. The Southern California Conference is to harmonize with the other Conferences on the Pacific Coast. They may have made mistakes, but from these mistakes the new Conference may learn wisdom.

"Some conferences have tried to establish Sanitariums on an independent basis, entirely separate from all other branches of the medical work, but this
experiment has always been a failure. Those who take up a new work for the Master of the vineyard are to receive help from those who have had an experience in this work both in failure and success. This is to be distinctly understood. The workers in one part of the field are never to think that they can stand as an independent whole.

"Those who desire complete independence for the Southern California Conference are seeking for something different from what was intended in the separation of that Conference from the Northern Conference. In all the work done there is to be harmonious action. Those who have charge of the work in Southern California are to make solid, intelligent advancement. But they are never to work in a way which says to their brethren, We want none of your counsel. We are capable of showing what we can do. We will show that we shall prosper if left to ourselves. My brethren, you are never to look upon the separation of the Conference in this light. This is not the way in which God works. The work done in one part of His vineyard is to be done with reference to the work in other parts of His vineyard. . . .

"I urge you again, my brethren in Southern California, to remember that we are all parts of one great whole. It is not safe for those who so earnestly desire to work on independent lines to be left alone in the work. If God has ever spoken by me. I tell you that at the beginning of your work in this new Conference, you must humble your hearts before the Lord and build on solid rock. God calls for unity of purpose and action."--EGW to "Southern California Conference." Ms. 90, 1901, pp. 1-4, 7.

INSTITUTIONS NOT ESTABLISHED TO BE MONOLITHIC ENTERPRISES: "The means coming to the Sanitarium [in Battle Creek] was brought by people from all parts of the world, and should not be used in one State only. God has never made provision that His money shall be thus localized. . . . The restriction that binds the Sanitarium to use its earnings in Michigan, is not of God, but of man. God calls for a different showing. Such restrictions can not be obeyed, and the work of God be accomplished. . . . Restrictions that bind the means of an institution to any particular place are not after the mind of God. . . .

"Last night this matter was presented to me as a mistake that must never be repeated. The work in missionary fields has been hindered in proportion as money has been needlessly spent for facilities for the work in America. The brethren here should have erected fewer buildings in this country, if they saw that it would be necessary to do this in order to help the work in foreign countries as it should be helped. . . . Let our publishing houses help by gifts of books and papers, and let our sanitariums furnish facilities for the care of the sick. . . . Those who are unwilling to share with the workers in new fields their advantages of means and facilities, hinder the advancement of God's work, and dishonor Him who has promised to be with His workers. . . .

"If the sanitariums established in America understood the will of God, they would never [have] decided to keep their advantages to themselves, refusing to help the medical work in foreign fields. Those who take part in such decisions would not wish to see their outworking. Let such decisions be reversed; for they are selfish, and greatly displease the Lord. He will judge for the difficulties thrown in the way of His workers in foreign fields by the diversion of His money from places in which help was greatly
needed.... When from henceforth sanitariums are established, let it be understood that they are to do all in their power to advance the work in new fields."--EGW to "My Brethren in Responsible Positions in the Medical Missionary Work," April 8, 1902, pp. 1-2, 8-9, 12, 13.

OPENNESS WITH CHURCH MEMBERSHIP: "In reform movements, too often our leaders do not take the people with them. My husband was very particular in regard to this point. He tried to move no faster than he could lead the people. He regarded it as beneficial to the cause to counsel with his brethren and sisters as we have met for counsel today. After laying his plans before the council, he would say, 'We must now place these things before the people. The people support the work in the field, and we must bring these matters to their attention.'"--EGW, "Report of Council About Medical Missionary Work," at 'Elmshaven,' St. Helena, Cal., April 13, 1902, p. 10. Special Testimonies, 1902.

CENTRAL PURPOSE OF INSTITUTIONS: "Our sanitariums are to be established for one object,—the advancement of present truth. And they are to be so conducted that a decided impression in favor of the truth will be made on the minds of those who come to them for treatment. The conduct of the workers, from the head manager to the worker occupying the lowliest position, is to tell on the side of truth. The institution is to be pervaded by a spiritual atmosphere. "We have a warning message to bear to the world, and our earnestness, our devotion to God's service, is to impress those who come to our sanitariums."--EGW to "Our Medical Workers in Southern California." May 1, 1902, pp. 2-3. Special Testimonies, 1902.

UNITY OF THE WORK--INSTITUTIONAL COOPERATION: "From the light given me at the beginning of the sanitarium work, we were led to encourage the people to believe that after they had helped to establish the Battle Creek Sanitarium, it would in time repay them by assisting them establish similar institutions in different parts of the country. Time and again we have stood before congregations and made this promise, pleading with them to help us firmly establish this institution, and assuring them that in turn it would help them when they were ready to establish institutions in other places. No one now has a right to change this plan so well understood at that time. "The Lord has given special instruction that whenever a sanitarium or a school is firmly established, it is the duty of the strong institution to help a sister institution that is weak and sickly."--EGW, June 22, 1902 [reading from mss. dated April 8, 1902], pp. 2-3.

UNIFIED WORK: "Again and again it has been presented to me that not one thread of selfishness is to be drawn into God's work, because it misrepresents Him and makes it appear as if the defection rested upon Him.... The Lord does not design that His work shall be confined to any one place. He is constantly turning the wheel of His providence. We can not foresee the circumstances under which we may be placed in the future. Those who bind themselves a single yoke or a single cord are in need of divine enlightenment. The Lord is not pleased to have His people bound by any such yokes. He wants every yoke broken; every cord severed. His work is one in all parts of our world."--EGW, "Report of Council Meeting, St. Helena, Cal., June 22, 1902. Special Testimonies, 1902, pp. 100-01.
INSTITUTIONAL SHARING: "From the light given me, the managers of newly-established sanitariums are to study carefully the necessity of economy in the expenditure of means, because they should be in a position to help other sanitariums that shall be established in other parts of God's great field. Even if they have a large amount of money in the treasury, they should bind about their expenses. Every expenditure made should be made with reference to the needs of similar institutions that are to be established in places where the third angel's message is yet to be proclaimed."--Ibid., pp. 107-08.

INSTITUTIONS AND THE PRINCIPLE OF SERVICE: "In no respect is God's work to be circumscribed by man-made restrictions. . . . He desires every institution established to stand ready to help establish the next institution that is needed. Upon every one who knows the truth rests the responsibility of bringing others into the truth. Just so it is with the establishment of institutions. No person, no institution, is to be so bound about that this principle of service for others must be violated."--EGW, "Talk Before the Pacific Union Medical Missionary Council." St. Helena, Cal., June 19, 1902, p. 5. Special Testimonies. 1902, p. 117.

PURPOSE OF SEVENTH-DAY ADVENTIST INSTITUTIONS: "We are not to take pains to declare that the Battle Creek Sanitarium is not a Seventh-day Adventist institution; for this it certainly is. As a Seventh-day Adventist institution it was established to represent the various features of gospel missionary work, thus to prepare the way for the coming of the Lord."--EGW, "To the General Conference Committee and the Medical Missionary Board," July 6, 1902. p. 8. Special Testimonies, 1902.

DANGER OF REVERTING TO PRE-1901 AUTHORITARIAN PATTERNS: "I have been instructed that the arbitrary authority exercised at one time in Battle Creek to control all our publishing houses, was never again to have sway. To make such propositions was more like going back toward Egypt than on to Canaan. "From the light given me, I know that such a change as was proposed by this speaker [a proposal seemingly made by E. R. Palmer that EGW heard in vision] would bring into the publishing work a ruling power claiming jurisdiction over the entire field. This is not God's plan. No man's intelligence is to become such a controlling power that one man will have kingly authority in Battle Creek or in any other place. In no line of work is any one man to have power to turn the wheel. God forbids.

"Many more things were said, and I became more and more heavily burdened, because I knew that the great changes proposed would take us back to where we should have to wrestle with the same difficulties with which we wrestled in past years. I know that those who advanced these ideas were blind as to the result. . . .

[Quoting 'One of authority'] "'At this stage of the publishing work, no man is required to come in and so arrange matters that any one human being shall become a voice for the whole, a ruling power. having kingly authority. In the past, the Lord's work has been carried on altogether too much in accordance with the dictation of human agencies. . . . Too heavy responsibilities are not to be placed on any one man. . . . No one man or set of men is to have supreme authority to shape and to control the policy
of the workers in the entire field.' "--EGW, Publishing Ministry, pp. 137, 257-58.

NATURE OF THE PRESIDENCY: "The presidents of our conferences must be men who are not self-sufficient and dictatorial. They must not give place to the idea that the office of president comprehends a vast amount of rulership. With such ideas they will leave impressions upon minds that will do injury to the work. Precious privileges will be lost to the people when presidents minutely define and direct the work of their co-laborers."--EGW, Ltr. 270, 1902, p. 2. MR 714.

JUDGMENT AT BATTLE CREEK FOLLOWS TENDENCY TO REVERT TO PRE-1901 ORGANIZATIONAL PATTERN [See segment titled "Danger of Reverting to pre-1901 Authoritarian Patterns"]: "At a council held at my house here, I spoke words which gave liberty for certain things to be done in a certain place [i.e. making Southern Publishing Association a distribution center rather than a full publishing house]. I was reproved by the Lord. For three nights in succession scenes were presented before me in which I saw what the result would be of following the plans of men instead of the plans of God. A horror of great darkness came upon me. As soon as possible I wrote a letter saying that I had been wrong in sanctioning these plans, that God did not endorse them.

"In one of the scenes presented to me. I saw a sword of fire stretched out over Battle Creek.

"But the terrible burden that came upon me at that time was taken away. The next news I heard was that the Review and Herald Publishing House had been destroyed by fire."--EGW to Jesse Arthur. Jan. 14, 1903, p. 2. A17-03. Special Testimonies, 1903.

FAILURE TO FULLY IMPLEMENT 1901 PRINCIPLES: "The result of the last General Conference has been the greatest, the most terrible sorrow of my life. No change was made. The spirit that should have been brought into the whole work as the result of that meeting, was not brought in because men did not receive the testimonies of the Spirit of God. As they went to their several fields of labor, they did not walk in the light that the Lord had flashed upon their pathway, but carried into their work the wrong principles that had been prevailing in the work at Battle Creek.

"The Lord has marked every movement made by the leading men in our institutions and conferences. It is a perilous thing to reject the light that God sends."--Ibid., p. 4.

GENERAL CONFERENCE PRESIDENCY: "The Lord has given to Elder Daniells a great work. But Elder Daniells must not take upon himself too many responsibilities; for this will disqualify him for doing his appointed work. He is to stand stifflly for the truth for this time.

"When the Lord lays upon His stewards a special work, they should be careful not to increase their responsibilities; for this overtaxes their powers... They are to guard against setting themselves up as kings, because if they do this, they will dishonor the Lord and make a failure of their work."--EGW, "To Every Man His Work," March 1, 1903, p. 2. Special Testimonies, 1903.
CONTINUING CONCERN OVER POWER AT GC LEVEL: "We are now to understand whether all our printing plants and all our sanitariums are to be under the control of the General Conference. I answer, Nay. It has been a necessity to organize Union Conferences, that the General Conference shall not exercise dictation over all the separate conferences. The power vested in the Conference is not to be centered in one man, or two men, or six men; there is to be a council of men over the separate divisions.

"The showing by the past leadership of the Conference is not after God's order. There has been a work done of a character that has not been approved of God. The result we have before us in the ruins where once stood that large printing plant, with its expensive facilities. . . .

"In the work of God no kingly authority is to be exercised by any human being, or by two or three. The representatives of the Conference, as it has been carried with authority for the last twenty years. shall be no longer justified in saying, 'The temple of the Lord, the temple of the Lord are we.' The men in positions of trust have not been carrying the work wisely. . . . The General Conference has fallen into strange ways, and we have reason to marvel that judgment has not fallen. showing, by terrible things in righteousness, that God is not a man that He should lie."--EGW, "Regarding Work of General Conference." April 3, 1903. Special Testimonies on Organization.

DANGERS TO A. G. DANIELLS: "Let us be careful how we press our opinions upon those whom God has instructed. 'If any of you lack wisdom, let him ask of God.' Brother Daniells, God would not have you suppose that you can exercise kingly power over your brethren."--EGW to "Elder Daniells and His Fellow-Workers." April 12, 1903, p. 4. Special Testimonies, 1903.

"GOD'S WATCHMEN HAVE BEEN BLIND"--UNIFIED WORK: "The members of the Medical Missionary and Benevolent Association, and the responsible men of the General Conference are now to act in concert in regard to the work to be carried on. . . . God rules, and He will turn and overturn. He will not allow His work to be carried forward as it has been. His medical missionary work is not to be ruled, controlled, and molded by one man, as for some years it certainly has been. The exercise of such a power, if continued, will mar the work, and will be the certain ruin of the man exercising control. . . . By the managers of the Sanitarium and the leaders in the Medical Missionary work, there has been a binding up with the world which has led to entanglement. There has been much working upon a wrong policy. One man has embraced so many responsibilities that it is impossible for him to give to each the proper thought that a careful performance of the Lord's work requires. Men who will carry forward in right lines the work for this time, should rally around the leaders in the work, sharing the responsibilities that they are now carrying, and thus encouraging them to stand as counsellors, with their brethren, bringing all their plans before their brethren for consideration. Whenever one man devises plans, and seeks to carry them out in a manner so determined that his work savors of oppression, there is need of bringing into connection with him other minds that will keep uplifted the high standard suggested by the name we bear.

"Many plans have been devised that God has not ordained. The root from which these plans have sprung, is the mind of finite man. God's watchmen have been blind. They should have been wide awake to see that one man's mind, one
man's judgment was becoming a power that God could not, and would not endorse. To invest one man or a few men with so much power and responsibility, is not in accordance with God's way of working.

"There must be a reorganization. Supreme power must not be vested in a group of men connected with a few large institutions. At the General Conference of 1901 the light was given. Divide the General Conference into Union Conferences. Let there be fewer responsibilities centered in one place. Let the work of printing our publications be divided. The principles that apply to the publishing work apply also to the Sanitarium work. . . .

"The gospel ministry, medical missionary work, and our publications are God's agencies. One is not to supercede the other."--EGW to "Those in Council at Battle Creek, Mich.," April 16, 1903, B54-03. Special Testimonies, 1903.

WARNINGS AGAINST CONFEDERACIES AND CONSOLIDATION: "There are at work in the world agencies that God will not much longer tolerate. In a milder form the same evil and the same spirit has been introduced into our institutions. The Lord opened the matter to me, showing me that the wrong was of the same character as that introduced into heaven. It was Satan who was working to bring in certain influences to bind different interests under one control. . . .

"This work was first started in the Review and Herald office. Things were swayed first in one way and then in another. It was the enemy of our work who prompted the call for the consolidation of the publishing work under one controlling power in Battle Creek.

"Then the idea gained favor that the medical missionary work would be greatly advanced if all our medical institutions and other medical missionary interests were bound up under the control of the medical association at Battle Creek.

"I was told that I must lift up my voice in warning against this. We were not to be under the control of men who could not control themselves, and who were not willing to be amenable to God. We were not to be guided by men who want their word to be the controlling power. The development of the desire to control has been very marked, and God sent warning after warning, forbidding confederacies and consolidation. He warned us against binding ourselves to fulfill certain agreements that would be presented by men laboring to control the movements of their brethren. . . . We are to guard against the things that tempt men to hurt their fellow-men. We are to guard against the acceptance of documents framed in language that is confusing to minds. We have no need of such documents. They are a snare, and our people are warned to beware of them. . . .

"We are church members, believers in the Bible, and we are not to make the Lord Jesus ashamed to call us brethren, because we have no confidence in one another. We are to be afraid of those who have little confidence in their fellow-workers, and who demand that they should be bound about by agreements and restrictions, which can be misinterpreted and used to do harm. Should they in the future be turned from their integrity, they would take advantage of some wording that those who signed the documents
did not at the time comprehend."--EGW to "Leaders in Our Work," May 23, 1903, pp. 2-4. Special Testimonies, 1903.

ROLE OF DENOMINATIONAL INSTITUTIONS: "In my diary of 1889--fourteen years ago--I find precious matter in regard to entering new fields. I will quote a few paragraphs:--

" 'True missionary workers will not colonize. God's people are to be pilgrims and strangers on the earth. The investment of large sums of money in one place is not in the order of God. Plants are to be made in many places. Schools and sanitariums are to be established in places where there is now nothing to represent the truth. These interests are not to be established for the purpose of making money, but for the purpose of spreading the truth.' "--EGW to "Brethren and Sisters in America," July 5, 1903, p. 6. B133-03. Special Testimonies, 1903.

WARNINGS TO CHURCH MEMBERSHIP ABOUT REPEATED ATTEMPTS TOWARD CENTRALIZATION: "It is the deceptive power of the enemy of all righteousness that leads to the repeated attempts to bring all our medical institutions under the control of one organization. Certainly such efforts are not inspired by the Lord. The medical missionary work is God's work, and in every Conference and church we are to take a decided stand against allowing it to be controlled by men. . . . We are not to permit the rank and file of our people to come under the generalship of the weak, confused sentiments of man. God's authority is to stand supreme. And I must call upon His people to recognize His authority, which bears the evidence of its divine origin."--EGW to "Leaders in Our Medical Work," Aug. 4, 1903, pp. 1-5. B216-05. Special Testimonies, 1903.

FINANCIAL GAINS NOT THE CRITERIA FOR EVALUATING INSTITUTIONS: "The Lord permitted fire to consume the Sanitarium building, and thus removed the greatest objection to fulfilling His purpose. Then a large building, different in design, but capable of accommodating as many patients, was erected on the same site as the old building. Since the opening of this institution a very large number of people have come to it. Some of these are patients, but some are merely tourists. But the large numbers at the Sanitarium is no evidence that it is the will of God that such a condition of things should be. Our Sanitariums were not designed to be boarding places for rich people of the world."--EGW to Frederick Griggs. Aug. 26, 1903, p. 2. G189-03. Special Testimonies, 1903.

"WE ARE TO HAVE NO KINGS": "The pope claims authority over the practice of many who do not recognize Christ as our only Authority. He places himself in the position of God, and the weak and uninformed are kept from the knowledge that would reveal to them their privilege as children of God. We are to have no kings, no rulers, no popes among us. It is time for us diligently to heed the messages that have brought us out from the world."--EGW to "Teachers in Emmanuel Missionary College." Sept. 23, 1903, p. 7. Special Testimonies, 1903.

IMPORTANCE OF 1901 GC SESSION: "At the beginning of the General Conference of 1901, I spoke of the evils that had come into our work, and of the reformation that must take place. Those who heard the messages that were given me for the Conference, especially the first three talks, felt impressed that I was speaking under the inspiration of the Holy Spirit."--EGW to J. H. Kellogg, Oct. 5, 1903, p. 4. K245-03.
J. H. KELLOGG AND CENTRALIZED AUTHORITY: "So long as our brother [J. H. Kellogg] determines to carry things in his own way, irrespective of the Lord's workers, as if he were the only man whom heaven could acknowledge as a leader, God is displeased. If he were to occupy his proper place, he would be respected; but never is he to be regarded as he has regarded himself,--as chief of all the medical missionary workers; as one who has the privilege of consulting only those who exalt him, and of ignoring as not worthy of acting a part in the great medical missionary work, all the gospel ministers who disapprove of some of his ideas."--EGW to David Paulson, Oct. 14, 1903, p. 10. P220-03. Special Testimonies. 1903.

"Men have given to our leading physician allegiance that is due to God alone; and he has been permitted to show what self-exaltation will lead men to do."--EGW, "Decided Action to Be Taken Now," Oct., 1903, p. 2. B242-03. Special Testimonies, 1903.

FAILURE OF KELLOGG'S ASSOCIATES: "How strange it is that Dr. Kellogg's associates seem to be so completely blinded by the enemy. I see with amazement how dangerous it is to trust in man and make flesh our arm."--EGW to A. G. Daniells, Nov. 1, 1903, p. 3. D238-03. Special Testimonies, 1903.

FEARS THAT A. G. DANIELLS WAS MOVING TOWARD CENTRALIZATION: "At one time it was supposed that the publishing interests should be centralized under the organization in Battle Creek. I was in great distress in regard to this sentiment. I was weighted down as a cart beneath sheaves. But this difficulty was adjusted by the Lord's permitting the principal buildings of the Review and Herald Publishing house to be destroyed by fire."--EGW, May 24, 1904. Special Testimonies. 1904.

[It seems relevant that Ellen White would perceive centralizing tendencies even with the individual most responsible for outlining the specifics of the 1901 reorganization. It should be noted that W. C. White himself approved the consolidation of publishing interests in the 1890s. Indeed, Ellen White, prior to her vision, seemed to approve the scheme elaborated by E. R. Palmer and A. G. Daniells in 1902 that tended to consolidate the publishing work. (See Ellen White sections entitled "Danger of Reverting to Pre-1901 Authoritarian Patterns." "Judgment at Battle Creek Follows Tendency to Revert to Pre-1901 Organizational Patterns," "Continuing Concern Over Power at GC Level." "Dangers to A. G. Daniells.") It seems apparent that the 1901 reorganization could not by itself resolve the question of centralization.]

ELLEN WHITE DOES NOT DISPARAGE USE OF TERM "PRESIDENT" OF GC: "I wish to ask you a question. Whom would you have selected for president of the General Conference. Will you please to name the man? At the time of the last General Conference [1903], the situation was a most trying one, and there needed to be chosen as president a man who was in harmony with the work that God was trying to do through the Testimonies. . . . God has chosen Elder Daniells to bear responsibilities. . . . He has shown himself to be the man for the place."--EGW to "Brethren Magan and Sutherland," July 23, 1904, pp. 1-3. Special Testimonies, 1904.

"YOKE OF CHRIST OR YOKE OF SOME MAN": "It means much to our physicians whether they are wearing the yoke of Christ or the yoke of some man. Those who are
wearing a yoke that a man has placed on their necks must have this yoke taken away before they can act the part that God would have them act in proclaiming the truth. Those who receive and believe in Christ Jesus are not to wear any man's yoke; neither are they to be non-committal in regard to where they stand."--Ibid., p. 6.

"A YOKE WHICH MUST BE BROKEN": "The Lord calls upon those who claim to be medical missionaries to free themselves from the control of any human mind. He says, 'Break every yoke. My servants are not to be under the jurisdiction of any man. Their minds belong to Me. . . . I will surely bring punishment upon those who put themselves in My place, to control the minds of My blood-bought heritage; for thus they endanger the souls of those who have been purchased with the price of My own blood. These physicians are My workmen. They are to present to the world a standing evidence that the human mind, under the control of the Holy Spirit, represents the heavenly world. Better would it be for a man never to have been born than to spoil the souls of My heritage.' . . .

"The missionaries of the Christian church are to stand in their God-given manhood, with the privilege of exercising freedom of speech and freedom of faith. When they see that a fellow-laborer is not doing as a man in his position ought to do, they are not to harmonize with his plans, or be cowed into silence by a masterful spirit. For them to do this would be a great injury to him and to them. . . .

"Dr. Kellogg has exerted a strong influence upon you and his other associate physicians. He has placed on your necks a yoke which must be broken, else your life records will be spoiled."--EGW to A. J. Read, July 31. 1904, pp. 2-3. Special Testimonies, 1904.

BASIS FOR RUINATION OF J. H. KELLOGG: "You will soon be ready to dedicate the Southern California Sanitariums. You asked whether it would be well to invite Dr. Kellogg to attend the dedication services. I answer, No, no, no. Why?--Because in the past he has embraced too much, and has been too much depended upon. Overmuch credit has been given to him, so exalting him that he has nearly ruined his soul by exalting himself."--EGW to E. S. Ballenger, Dec. 27, 1904. Special Testimonies. 1904.

CENTRALIZATION AND JUDGMENTS: "I am instructed that those who follow on in a wrong course. regardless of the lessons taught by the burning of the Sanitarium and the Review and Herald Office, are revealing the stubbornness of Pharoah. They are refusing to be admonished by the judgments of heaven. and are pressing on without realizing that these things call them to search their hearts closely, and humble themselves before God. Unless they repent, the Lord will surely repeat His judgments, as He repeated them to the King of Egypt. God bears long with the perversity of men. He sends them decided reproofs and clear light, but if they will not receive the warnings of God, if they persist in following their own will. their own impulses. the Lord will send His judgments, and will not pardon their persistent determination to be like the people of the world.

"To invest one person with authority, as has been done in the case of the one who has been standing at the head of our medical work, is forbidden in the word of God. . . .
"I now say, Let all beware of men. Let not those connected with our institutions follow the lead of any man, to carry out the policy of the world; for thus they place themselves under the influence of the enemy, and unless the Lord shall interpose, they will have no power to escape from the snare. . . . I am instructed to say to the men in our institutions, Be free men."--EGW, "A Solemn Appeal." Aug., 1903, pp. 1-3. Special Testimonies. 1905.

KELLOGG AS REPRESENTATIVE OF THE AUTHORITARIANISM OF THE 1890s: "God designed that the General Conference of 1901 should influence you [J. H. Kellogg] to make a decided change in your life-purposes. . . . You had your post of duty in the Medical Missionary work, but you were embracing responsibilities that God had not laid upon you, and men who should have obtained an experience for themselves, were being encouraged to bind themselves up with you, and to lean their weight upon you, in the place of leaning upon the great Medical Missionary, whom all physicians should make their Strength.

"Dr. Kellogg is an erring, finite man. and he often made mistakes. and some of a grievous character in regard to other physicians, who should have moved out on their own responsibility as they had a perfect right to do. They should have stood independent of Dr. Kellogg, yet united as children of God, counseling together. Through misconceived ideas, excellent physicians have been treated harshly, and the Lord marked every one of these men driven away by oppression and mismanagement.

"These things were wrong, and were making Dr. Kellogg a weak man in dealing with those who differed with him. He has erred greatly in this respect. Among the physicians associated with Dr. Kellogg, some have served as subjects would serve a king. This was not the purpose of God. . . .

"The Testimonies that have been given by the Lord for nearly half a century in regard to the ministerial work, and the management of our Sanitarium, must come before the people, that our brethren and sisters in the faith shall understand the light that God has been pleased to give regarding the different branches of the work to be carried on at this time. . . .

"When we give glory to human agencies, when we have unlimited confidence in man, speaking of the excellence that we suppose him to possess, we worship we know not what."--EGW to G. W. Amadon, Dec. 29. 1905, pp. 1, 3-5 [to be read to the Battle Creek church]. Special Testimonies. 1905.

QUOTING DIVINE SOURCES ON THE CAUSE OF KELLOGG DOWNFALL: "The words spoken to me are:--

"'J. H. Kellogg could have done an excellent work as a physician. I have given him adaptability; I have given him skill and understanding to do a work as My physician. He needed the purity of Christ's righteousness, to keep him from all evil practices. Had he kept his work free from ingenuities and devisings and plans and schemings; had he refused to load himself down with responsibilities that God had not placed on him; had he not exercised subtility under the guise of goodness, the Lord could have used him; but he has spoiled minds by his devisings and schemes, to profit himself with all. The artifice of Satan has become mingled with all his experience. His counsels and plans are not honest and just. He is not a
true worker in any line, because his mind is spoiled.' "--EGW to W. C. White, Dec. 27, 1905, p. 2. Special Testimonies, 1905.

DANGER OF COMMERCIALISM: "We have been filled with pain of heart, which language can not describe, as we have seen feature after feature of the work that should have been conducted in the purest channels as a means of bringing souls to a knowledge of the truth, corrupted by ambition and commercialism. Thus some features of the health work have proved a snare to capture talents of influence that might have been used in feeding souls with the bread of life. While thousands are perishing without a knowledge of the truth, while multitudes have not the bread of life to feed upon, while God is calling for a quick work to be done to prepare a people for the coming of Christ. shall our hygienic restaurants prove a snare, by being operated merely for commercial advantage, and their influence extend no farther? It was hoped that much good would be done by preparing food for worldlings,—that thereby many would be brought to a knowledge of the truth. And this might have been, had the glory of God been kept in view. But these enterprises have been run so largely on a commercial basis, for the temporal advantages to be gained, that they have often become a snare."--EGW to "Elders of the Battle Creek Church and to Ministers and Physicians," July 5, 1906, p. 6. Special Testimonies, 1906.

BALANCE BETWEEN DISORGANIZATION AND AUTHORITARIANISM: "In a vision of the night I was given a message for those bearing large responsibility in the work of God in California. . . . God looks to every worker for a faithful presentation of the message entrusted to him; but no man is to take upon himself responsibilities and burdens that the Lord has not laid upon him. No messenger, however responsible his position, is to seek to dominate the consciences of others.

"Again and again the case of the Southern California Conference has been presented to me. In this conference some who have been long in the message have warped the work, and greatly hindered its progress. At one of the camp-meetings in Los Angeles, it was proposed that all members of the Conference should be delegates. I had to meet this proposition and say that it ought not to be adopted. In various conferences this plan has worked confusion, and light was given me that we should not follow a plan that would open so wide a door for perplexity and confusion.

"Our Instructor pointed out to me the dangers of young men who are placed in positions of large responsibility and who, because they have not experience and wisdom to comprehend their office, are inclined to embrace too much responsibility and authority."--EGW, "Counsel to Conference Presidents." Sept. 27, 1906. pp. 3-4. Ms 35, 1907. Special Testimonies, 1907-08.

LOCALIZED CONTROL PRINCIPLE: "Never in any way should the Melrose Sanitarium be placed under the influence of any man or set of men at Battle Creek. Not one of our sanitariums should be swayed by plans of human devising. . . . Were men outside of New England to have a controlling voice in your organization and plans, great perplexity would attend your work.

"I now say to you, in the name of the Lord, Cut loose from Battle Creek. Sever every connection. The course recently taken by some to hinder the Melrose Sanitarium from forming a perfect organic union with the conferences
from which its support and patronage come, is exactly the course that God has warned us would be taken."—EGW to Dr. and Mrs. Nicola. May 1906, quoted in early 1907. Special Testimonies, 1907-08.

ELLEN WHITE VERSUS CENTRALIZATION, 1907: "Any man who is placed in a position where he is regarded by others as an authority, as one to whom they must go for permission to do what they feel is right, is in a dangerous position. He is likely to become exalted; for he is but human. The Lord has not appointed to any one such a work. We are to look to Christ to direct His workers.

"One man is not to act as mind and judgment for another man whom the Lord is using in His work. No one is to lay down man-made rules and regulations to govern his fellow-laborers, who have a living experience in the truth.

"Let every one be amenable to the great Teacher. His words are spirit and life. He does not sanction any plan by which men who have been entrusted with the guardianship of souls are placed under another man and compelled to do as he shall decide. Those whom God is leading by His Holy Spirit need not always before they make any move, first ask permission of some one else. . . .

[Quotes 1896 statement] "Organizations, institutions, unless kept by the power of God, will work under Satan's dictation to bring men under the control of men; and fraud and guile will bear the semblance of zeal and truth, and for the advancement of the kingdom of God. . . . As soon as a man begins to make an iron rule for other men, as soon as he begins to harness up and drive men according to his own mind, he dishonors God, and imperils his own soul. and the souls of his brethren.' . . .

[Quotes 1883 statement] "Satan exalts when men look to and trust in man. The one who is the object of this undue confidence is exposed to strong temptations. Satan will, if possible, lead him to self-confidence, in order that human defects may mar the work. He will be in danger of encouraging his brethren in their dependence upon him, and feeling that all things that pertain to the movements of the cause must be brought to his notice. Thus the work will bear the impress of man instead of the impress of God. But if all will learn to depend upon God for themselves, many dangers that assail the one who stands at the head of the work will be averted.' . . .

"The Lord has not qualified any one of us to bear the burden of the work alone. He has associated together men of different minds, that they may counsel with and assist one another. In this way the deficiency in the experience and abilities of one is supplied by the experience and abilities of another. . . . It is a mistake to withdraw from those who do not agree with our ideas. This will not inspire our brethren with confidence in our judgment. It is our duty to counsel with our brethren, and to heed their advice. We are to seek their counsel, and when they give it, we are not to cast it away, as though they were our enemies. . . .

"Our ministers and leaders need to realize the necessity of counseling with their brethren who have been long in the work, and who have gained a deep experience in the ways of the Lord. The disposition of some to shut themselves up to themselves, and to feel competent to plan and execute,
according to their own judgment and preferences, brings them into strait places. Such an independent way of working is not right, and should not be followed. The ministers and teachers in our conferences are to work unitedly with their brethren of experience, asking them for their counsel, and paying heed to their advice."--EGW, "Individual Responsibility and Christian Unity." Jan. 16, 1907, pp. 7, 9, 13, 15, 17. Ms. 29, 1907. Special Testimonies, 1907-08.

JUDGMENTS AND "KINGLY POWER" ABUSES AFTER REORGANIZATION: "There are many who suppose it to be there privilege to control to some degree the actions of their fellow-workers. They think that other workers, whom the Lord is using, should first obtain their consent before doing a certain work, and that they should work according to their direction. All such yokes are to be broken. The work is to go forward under the Lord's direction. His servants are to work at His dictation.

"God has not committed to any the task of lording it over His heritage. When the yokes that are now being placed on the necks of some of God's people, are broken, the work will go forward in a way that will surprise us. But, on the other hand, unless ministers and physicians and those in responsible offices give the Lord the right of way, to use His followers as He sees fit. He will reprove by judgments. . . ."  

"Again and again I repeat the warning; Never place as president of a conference that man who supposes that such a position gives him the power to dictate and control the consciences of others. . . . Never should he usurp authority, or command or threaten, saying, 'Unless you do as I say, you will receive no pay from the conference.' A man who would speak such words is out of his place as president of a conference. He would make men slaves to his judgment. . . ."  

"When a man who is placed in a position of responsibility begins to exercise lordly authority in the church, the sooner he is relieved of his responsibility, the better will it be for his own soul and for the church. Safety for the church depends upon its being freed from the influence of his judgment and his plans. Far better would it have been for that church if such an influence had never entered it. Far better will it be for the man to be relieved of an office that leads him to assume such authority."--EGW to A. G. Daniells and W. C. White, Dec. 30, 1907, pp. 1-2, 5, 6. D2-07. Special Testimonies, 1907-08.

"CONTROLLING POWER" EVEN AFTER REORGANIZATION: "I am bidden to say to conference presidents: Do not interpose yourselves between God and His servants. Break every yoke, and let the oppressed go free. Do not take upon yourselves the responsibility of permitting or forbidding. . . . Take back your forbiddings. You know not but Satan is using your controlling power to cut off the light from some soul to whom God would have it come."--EGW, Mss. 117. 1907. p. 3. MR 714.

"God will have nothing to do with the methods of working where finite men are allowed to bear rule over their fellowmen. He calls for a decided change to be made. The voice of command must no longer be heard."--EGW, Ltr. 290. 1907. p. 2. MR 714.
"There are some who have wrong views regarding the responsibility which God has placed upon them with their official position. They bear a heavy burden to control,—a burden that has never been laid upon them by the Lord."—EGW to "Our Brethren in Positions of Responsibility," Jan. 6, 1908, p. 8. B32-08. Special Testimonies, 1907-08.

FUNDS NOT TO BE SELFISHLY RETAINED IN A LOCAL CONFERENCE: "A policy has been adopted in the conference in financial matters that has resulted in the saving of the means gathered into the conference; but the Lord has revealed to His servant that He does not accept all the plans and labors that have been put forth for the accumulation of funds. For as a result the conference has come out deficient in spiritual efficiency, in nobility of effort and purity of Christian experience. . . .

"The spirit of rulership that has been exercised has retarded the work of conversion of souls because it has restricted the religious liberty that God has given to His children. It has operated to hinder the work that should have followed all our camp-meetings and tent-meetings; and because of this the Lord has instructed me that He could no longer accept Elder Knox as a man fitted to deal with the sacred, spiritual interests of the California Conference. . . .

"The matter of increasing the tithe has been one of your special burdens; and this has been treated as though the accumulation of means was one of the great objects to be attained by the conference. But it is a worldly policy that leads men to gather up and save means that they may have a good financial showing. The accumulation of funds is not the design of the work of the third angel's message."—EGW to W. T. Knox, Feb. 7, 1908, pp. 2, 5-6. K86-08. Special Testimonies, 1907-08.

EVALUATING SUCCESSFUL ADMINISTRATION: "I have been instructed that there is something wrong in the way that financial matters have been carried in some of our conferences. I was shown that spiritual interests have been lost sight of, and that the very work that is most essential and urgent has been neglected, and bears the mark of imperfection. The zeal exercised by some in gathering and hoarding as much means as possible to make a good showing financially, and that men in important positions might appear as good generals, was a sad mistaking of the true interests of the work.

"More and more we must come to realize that the means that comes into the conference in the tithes and gifts of our people should be used for the support of the work not only in the American cities, but also in foreign fields. Let the means so zealously collected by unselfishly distributed. Those who realize the needs of mission fields will not be tempted to use the tithe for that which is not necessary. All may be tempted to be selfish in the use of their means, but they will gain strength to resist these temptations as they study the needs of the fields that have little labor given them. My brethren, let your means be freely given, and the Lord will bless your offerings. God is looking for these offerings, and angels of God are impressing the hearts of those for whose sake they are given."—EGW, "The Regions Beyond," Feb. 15, 1908, p. 7. Ms 11, 1908. Special Testimonies, 1907-08.
CENTRALIZATION OF AUTHORITY AT LOCAL CONFERENCE LEVEL: "My soul is burdened and distressed, because of the way in which the work of our cause in California has been managed for the past three years. It has been laid out before me that there has been a lack of spiritual discernment. A man-ruling power has held sway, and it has injured the sound judgment of some who have carried responsibilities. The outworking of this power has been an offense to God. Men have exercised authority over the Lord's heritage according to their own disposition, and this has in some cases made religious liberty an impossibility.

"This work did not originate with the Author of our salvation. The Lord forbids everything of this order. The message has been given me that the placing of such power in the hands of men, is a work that should be rebuked. God has given to no human agency the right to be conscience for his fellow man. Again and again He has instructed me to point out the defects in the experience and the management of some who have been placed in positions of trust."--EGW, "The Work in California." Feb. 15, 1908, p. 1. Mss. 3, 1908. Special Testimonies, 1907-08.

INSTITUTIONAL COOPERATION: "I have clear instruction that wherever it is possible, schools should be established near to our sanitariums, that each institution may be a help to the other."--EGW to J. A. Burden "and Others Bearing Responsibilities at Loma Linda." March 24, 1908, p. 2. B90-08. Special Testimonies, 1907-08.

AVOID REPEATING MAIN ORGANIZATIONAL ABUSE OF THE PAST: "Those who take hold of the work at this time are not to repeat the mistakes that have been made in the past. when men have sought to control and rule their fellow-workers. God forbids that this spirit shall come into His work."--EGW, "An Appeal to Ministers," p. 4. Mss. 51. 1908. Special Testimonies. 1907-08.

IX. ELLEN WHITE LETTERS TO J. H. KELLOGG AND HIS ASSOCIATES, 1885-1902, THAT OFFER INSIGHT INTO ORGANIZATIONAL ISSUES [Compiled by C. C. Crisler and bound in Special Testimonies, 1906, pp. 166-271.]

"NO MAN'S JUDGMENT IS SUFFICIENT TO CONTROL": "A haughty spirit should not be countenanced in Dr. Kellogg or in any other doctor. . . . Brother Murphey, Brother Hall. and those connected with them, are making the same mistake which others made in the case of my husband. They are in many respects machine men. They are willing to do if some one will tell them what to do; but their mental powers are becoming weakened, because, instead of thinking and planning for themselves, even in simple matters, they prefer to use Dr. Kellogg's mind. They wait to ask him if such and such things should be done.

"Brother Hall occupies the position of superintendent. but so far as thoughts and plans are concerned, Dr. Kellogg has the work of the superintendent to do. The Doctor should not have encouraged these men to depend on him to be brains for them. . . . The Superintendent of the Sanitarium should do more than merely to echo Dr. Kellogg's thoughts and plans. He should have sufficient breadth of thought and independence of judgment to differ with him in a Christlike manner if the case demands it. . . . They should not say Yea to his every proposition. They should never consent to be mere machines, run by another man's brains. . . .
"If the workers in the Sanitarium learn to think independently, they will often be able to help the Doctor in his plans, for he will recognize the propositions which reveal thought. He is not infallible; his plans are not always faultless, and another may see failure where he sees success. An associate with a good, strong mind, to propose plans and offer counsel, would be the greatest blessing the Doctor could have.

"But there are some who no sooner hear a plan proposed than they take it for granted that its utility cannot be questioned. Because it is proposed by Dr. Kellogg, it must be right; and they at once give it their support. They do not weigh the matter, probe it, sift it, test it, pray over it, giving the Doctor the relief to his mind.

"The Lord has said, No one man's mind or judgment is sufficient to exert a controlling influence in any of our institutions; therefore it is necessary that councils be held, that plans be considered by men of different stamps of character; then if there are defects, they will be discovered and removed. But here the same lack of independent thought is seen. If Dr. Kellogg makes a proposition, others stand ready to vote for it, without taxing their own minds to candidly weigh the matter. Such men are mere ciphers. Brethren, you must have more force of character, more backbone, more power of thought, in order to discern what enterprises are judicious and the best way to take hold of them."--EGW to Directors of the Sanitarium, Oct. 3, 1885, pp. 169-71.

"GOD WOULD NOT HAVE MANY MINDS THE SHADOW OF ONE MAN'S MIND": "For several years as the matters of the Sanitarium have been opened before me, I have been shown that you [J. H. Kellogg] were leading down yourself to your injury and in thus doing were depriving others of an experience. Those connected with you so closely in the Sanitarium are ready to assent to every move you may make, and to any proposition, saying, Yes, but without using their individual judgment and without taxing their minds to hard thinking that they may have sound opinions and clear ideas, not borrowed, but their own. Men in responsible positions have qualified themselves in this direction by just such a process as you and others have had to go through to be fitted for just such work. Now if you relieve these persons from this responsible part of the work [then] they are only your machines. Your head plans, devises, turns the crank, winds them up to run down, to be wound up again. This is one of the reasons why we have so few brain workers today; and this is the reason why brain workers are dropping out of our ranks into their graves, because they are brains for others. I tell you plainly as a mother would a son, you have made a decided failure here. I can not now attempt to specify all these mistakes, but there is with you a love for supremacy whether you see it or not. . . . [It is not] justice to the Sanitarium that so much depends upon one man. It ought not to be thus in any of our institutions because it is not God's way. . . .

"You are mortal, and you will become more sensitive of any reflections of differences of ideas and opinions from your own; you will feel, if any shall not at once adopt your plans, and if they question your ideas, that they mean to choose their own independent judgment and undermine your influence, and you will not care to have any connection with them.
Now, my brother, I feel the deepest interest for you, else I would not write you as I have done. But with me I must be faithful. I tell matters just as they are, and while I would have all united in the Sanitarium in perfect bonds of union, I would not have the union of that kind and quality that you will be mind and judgment for every one of them, and they consider every proposition and plan, word and action, as without error and fault. Among a multitude of counsellors there is safety. God would not have many minds the shadow of one man's mind."--EGW to J. H. Kellogg, April 26, 1886. pp. 171-73. K23c-86.

DEPARTMENTS AS "COUPLING PINS" OF THE WORK: "There is an importance attached to every phase of the work done. You are not to break the coupling pin. This may seem to you not of much value, but it means a great deal to you. For the safety of those you would educate, God has given the coupling pin, and you and your students need to be educated and trained not to make the mistake some have made by breaking the coupling pin which unites you and your work firmly with the body of God's commandment-keeping people."--EGW to J. H. Kellogg, Dec. 18, 1898, p. 180. K126-98.

DANGER OF SEPARATE INTERESTS: "I must caution you to restrain the influence you may exert in a wrong direction, under the name of the Medical Missionary work. Be careful lest this work become the body rather than the arm of the body. Your conclusions must be guarded. Your plans in any one line must not become all absorbing. Your large plans for rescuing the unfortunate will gather to you responsibilities which you will be unable to carry. You make desperate efforts to push forward a line of work which will make,—which is already making, I may say,—the medical missionary work the all of the gospel. The men in the ministry are demerited, while medical missionary enterprises are extolled. The Lord has instructed me to tell you that we must consider the work in all its bearings, that it may be proportionate, and not one-sided. . . .

"Among your associate workers are men who have considered this matter, but they leave their thoughts unexpressed, and pursue a course to make your mind their mind. When they might counsel you, they remain silent. In this they prove unfaithful to their duty. These men can not honor God unless they seek Him for their individual selves.

"My brother, you do not realize that your mind has a controlling power over other minds, and that the ability and talents God has given you are in danger of being misdirected."--EGW to J. H. Kellogg, June 5, 1899, pp. 184-85. K86-99.

CENTRALIZATION IS SELF-GLORIFICATION: "You have had work, large, taxing, and responsible. But the burdens which you have assumed, which have become more weighty as you have borne them, you did not receive from the hand of Christ. You gathered and attached to yourself responsibilities that you were not competent to carry. The Sanitarium was your work, and to give to that the care necessary to make it just what God designed it should be, was, even with wise men connected with you, a sufficiently large burden for your part of the work. But you assumed the care of other institutions and other interests which grew to embrace large proportions, and gathered thousands upon thousands of God's entrusted capital of means. . . .
"The Sanitarium needs more than it is possible for you to give it, and unless you greatly diminish your various lines of work, you will be where I can not write to you, because I would not be free to tell you even that which for years has been presented to me concerning you. After all your unremitting labor, you can not bear to have the facts appear as they are in truth. . . .

"Your own ideas have been followed in centering largely in America. This was self-glorification."--EGW to J. H. Kellogg, Dec., 1899, pp. 189-91. K77-00.

ELLEN WHITE VERSUS CONCEPT OF INDEPENDENT ORGANIZATIONS: "I was instructed by the Lord that your [J. H. Kellogg] temptation would be to make your medical missionary work stand above every other work independent of the conference. . . . Never, never, should a sanitarium be established to become an interest independent of the church. Genuine medical missionary work is in no case to become divorced from the gospel ministry. The cross is the center of all religious institutions. These institutions are to be under the control of the Spirit of God, and no one man is to be the sole head in these institutions. The divine mind has men for every place."--EGW to J. H. Kellogg, Dec. 12, 1899, pp. 192-93.

"UNFAITHFULNESS" OF KELLOGG ADVISERS: "You took so many responsibilities upon yourself that it was as though one man's brain and that your own, was brain for all the others. If your course was questioned, you did not receive the criticism offered, but plainly revealed that your course and judgment were not to be differed from. till finally no one dared to say, 'Why do ye so?' Their silence has been registered in heaven as unfaithfulness."--EGW to J. H. Kellogg, Nov. 10. 1899, p. 195.

IMPORTANCE TO ELLEN WHITE OF 1901 GC SESSION: "You may think that you can discard the name of Seventh-day Adventist, and make a name for yourself. because of your supposed prosperity. But just as surely as you yield to this temptation, you will understand what the warnings mean that God has been sending you for years. I want you to be saved, and I want the Seventh-day Adventists in America to be saved from the evil effects of human methods and devising. I expect to come to the next General Conference if I can see my way clear to do this."--EGW to J. H. Kellogg, Feb. 27, 1900, p. 200. K33-00.

SELFISH INTERESTS NULLIFY THE FUNDAMENTAL MESSAGE OF SDAs: [EGW is here quoting "the Lord"] "The work you have done has hindered the work of sending the message of warning to foreign fields. It has exalted the name of Dr. Kellogg, but not the name of the Lord god of heaven. The third angel's message is virtually ignored by you. You have belittled the work of the gospel ministry, while you have made the medical missionary work disproportionately important. . . . You have been absorbing thousands and thousands of dollars in a work of your own planning, the result of which has been to confuse minds as to what constitutes the work to be done in these last days. You have not carried the right burden. You have not uplifted the banner on which is inscribed, 'The commandments of God and the faith of Jesus.'"--EGW to "Brother and Sister Kellogg," March 10, 1900, pp. 204-05. K41-00.

EXPLANATION AS TO WHY ELLEN WHITE DID NOT SEND TO KELLOGG ALL THE LETTERS SHE WROTE HIM: "I write this not knowing that I shall feel free to send the letter to you after it is written. I feel the condition of things keenly as it is from time to time presented before me. I shall trace upon paper the

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things that the Lord represents, and then it may be best as I have done before, to lay them aside until the case may be worked out and developed.

"I do not have courage and hope that you will change your plans, but will do the same as you have done until the Lord shall bring about His purposes in some other way. But lest I might be called away suddenly, as was Sister Henry. I shall leave my testimony behind written in my diary at different times."--EGW to J. H. Kellogg, March 12, 1900, pp. 207.

FAILURE OF KELLOGG ASSOCIATES: "The heavenly angels were ashamed of the position taken by those men in positions of trust who permitted you to intimidate them to lead them to submit to your demands. They were unfaithful stewards. They should have given no heed to your menaces or threats. They should not because you demanded it have yielded up justice and equity.

"I feel intensely anxious over your case. You are doing yourself and many of your associates great harm. Not long hence your wisdom will be revealed as foolishness and cruelty."--EGW to J. H. Kellogg, May. 1900, pp. 211-12. K85-00.

FEARS OF ESTABLISHMENT OF WRONG PATTERN FOR DENOMINATIONAL WORK: "At one time I saw [in vision] you tired and worn, and your words to the helpers, gathered together to receive your counsel, were severe and sharp, and not as they should be, for you were not in the right frame of mind. I felt sad, for I knew that impressions would be left upon their minds and yours which would not be at all favorable to your own confidence and peace or to their confidence in you. The Lord was not pleased with the impression left on the minds of the helpers. On one such occasion a hand was laid on your shoulder and it was said to you, 'My servant John, you are making a mistake. You are taking burdens upon you which the Lord has not given you to bear. God has not laid these burdens upon you. You must unload, instead of continually taking on burdens. To every man God has given his work.' ...

"You are not unloading; you are gathering more and more responsibilities, whereas it is your duty to unload. You certainly may have an interest in all; but it has been presented before me distinctly that there is not to be a submerging of interests or a binding up of all the Sanitariums with the Battle Creek Sanitarium, so that they shall all be amenable to your control. These things are not of God's devising, but are the result of human planning. If you die under the many burdens of your own creating, God will not be glorified, and a mold will be given to the work which will not be in harmony with truth, mercy, and the love of God. This is not God's plan or manner of working.

"There must be no binding or attaching to Battle Creek of the various institutions erected, as you have been doing. The Lord has men in all parts of His vineyard whom He will teach and lead and guide. The responsible men at Battle Creek have all that they can carry, even more than they should attempt to carry. If they had one half of the burdens lifted from them, and planted in the various churches other than Battle Creek, the light would be much more far-reaching."...
"It is an error to tie up everything possible with the powers at Battle Creek. All are required to work in perfect harmony. Each has a part to act, the high and influential, and also the lowly ones. They can work in harmony without being bound with human cords, as they were being bound to Battle Creek as their great center and power. . . .

"The word has been spoken to me again and again, that there should not be vested in the men in Battle Creek the power that is being centered there, and that will continue to be centered there, unless men are educated to be amenable to God. All our people are to learn to look to God, and not to men. . . .

"Again and again these words have been spoken to me. 'Tell the people not to subscribe by pen nor by voice to conditions that shall be proposed regarding the binding up of the medical missionary work.' Thus was the word spoken to me in Australia, 'All the money, all the power, all the revenue are mine, and to be used wholly as I shall prepare the way.' No man is to control this matter. All are to have a voice in the methods and plans of carrying on the work. . . . [Quoting Jesus] 'My work is not to be bound with any cords or any restrictions of men, saying, You shall, and, You shall not. There is to be an unveiling of My glory before the people; and there are to be no men or groups of men who shall exercise the controlling power that has come into existence.'"--EGW to J. H. Kellogg, July 28, 1901, pp. 219-22. K180-01.

WARNINGS OF KELLOGG DIRECTION GIVEN SOON AFTER 1901 REORGANIZATION: "I want to see you, and talk with you and other of our leading brethren,--Elder Daniells, and Elder Prescott, who, I believe, is being led of the Lord, and who will hear my testimony. I do not think it would be wise for me to say nothing in this crisis. It would not be right to allow things to go as they have gone since the conference. At that time I had a message from the Lord. I know you received that message. But there is one feature in your work that burdens my soul. You are seeking to bring about that which the Lord can not endorse.

"Principles are being advocated that God does not sanction.--principles which will bring in a train of evils that our brethren do not now discern. The Holy Spirit has opened this to me. . . .

"Altogether too much power and authority rests in your word. You are not sufficient for these things. The Lord must be the Ruler.

"I advise that the document you sent me, which you said was to be presented to the managers and physicians in our sanitariums, shall not be urged upon any one. For a while I did not dare to have this document read to me. I have been in great physical weakness, and I did not dare to give a decision that would mean so much. Finally, Sister Druillard read the matter to me. I said, Please give me time to think of what you have read, that I may understand its meaning. It is a very strange production.

"That night the matter was presented to me in its true bearing. I was shown what the results would be if the plans regarding this document were carried out. I said to Sister Druillard, I shall not advise any one to subscribe to that document. It is not to be accepted by our people; for it
means oppression to all who sign it. The light given me is that it is not just to ask those in our sanitariums to bind themselves to comply with such terms. It is placing altogether too much power in human hands, to be exercised according to human judgment. To place such power in the hands of man would lead to oppressive actions, which would be most harmful in their results. We know too well that human judgment sometimes goes very far astray. The enemy of God and man is still permitted to exercise his power to pervert judgment and to bring spiritual blindness.

"That document could mean the exercise of a power that I am to warn you and our people against. Let us remember that rules and restrictions can be strained,—made to mean far more than the one understood who subscribed to them in order to relieve himself of difficulty. By thus binding himself, he placed himself where injustice and oppression constantly menace him. . . .

"Under no circumstances are God's people to make flesh their arm. They are the Lord's to do His will, to look to Him, to trust in Him. They are to have faith that He will work by His Holy Spirit if they preserve their individuality, refusing to bind themselves by signing contracts similar to the one presented to me. Their time is the Lord's; the money they earn is the Lord's. As stewards in trust, they are to use their gifts for Him. No man is to bind himself in such a way as that represented by this document. And there must be no confederacies. But each sanitarium is to work in kindly fellowship with every other sanitarium. The relation between our sanitariums should be as close and tender as the relation between church-members.

"No man, however high his position, has been given the right to force the conscience of a fellow man. Man is not to place himself where his position will be a temptation to another man to act unjustly. Those for whom Christ paid so great a price, those in whose behalf He endured humiliation, insult, and rejection, that He might secure their willing obedience, and so elevate and ennoble them, are not to place themselves where they are liable to feel the despotism of another man. Men are under rule and pledge to God and to God alone. . . .

"The heavenly messenger said to our brethren: Sign not any document that may be presented to you, saying what you will do or what you will not do. The wheel of Providence is turning constantly. My people are not to bind themselves to terms of this character. These papers are not of heavenly origin. They do not represent God or Christ."—EGW to J. H. Kellogg, Oct. 15, 1901, pp. 236-39, 241. K12-02.

X. CORRESPONDENCE GIVING INSIGHT INTO ORGANIZATIONAL ISSUES, 1901-07

W. C. WHITE AND CHURCH ORGANIZATION—DEPARTMENTAL AND UNION CONCEPTS: "It may be right for me to suggest the plan of organization which I believe will be most simple and effective, and will give best satisfaction in the long run. It is a matter I have studied very carefully during a series of years, and as you know, I have had unusual opportunities for studying these matters, for I was many years a member of the General Conference Committee, and for many years secretary of the Foreign Mission Board, and I have shared more largely perhaps than any other one person the benefit of Mother's counsels on these questions. From what I have heard and seen I have come firmly to believe that it would
be for the best interests of our medical work throughout the world if there was a medical missionary association or a medical missionary department organized in and connected with each one of our General Conference districts. In the United States this might be difficult to arrange especially in the central portion, but in Australia, Africa, Central Europe, Great Britain, and Scandinavia, in each of which there should be now a separate General Conference district, or more properly speaking, a Union Conference. I am convinced that it will be greatly to the advantage of the work to have a medical missionary work organized as a department of the Union Conference, and the operations of the department should correspond in territory to that of the Union Conference.

"The Union Conference in each general division of the world's territory should have supervision through its medical department of all its medical sanitariums, health homes, bath houses, medical missions, and other benevolent institutions in its territory and the executive committee of said Union Conference should appoint the managing board of each and all of these institutions. Wherever several institutions, similar in character, are grouped close together, it might be arranged for one managing board to control them all, but in most cases it will be best for the Union Conference to appoint separate boards for each institution and enterprise. There may be times when experimental or auxiliary enterprises should be developed under the guidance of a Conference committee or a sanitarium board, and these matters can be arranged according to the necessities of the case.

"As regards the relation of these managing boards of sanitariums, and medical missionary enterprises to the executive committees of the General Committees who would make excellent members of managing boards for medical missionary enterprises and sanitariums, that it will be very unwise as a rule to arrange that the medical board and the conference committee should be identical [sic]. Experience will show that it is better to make up the conference committee from men who are well acquainted with evangelistic work, and the managing committees of medical work from men who are acquainted by experience with medical work. Then again the members of the conference committees are often men who represent different localities, whereas the managing board of an institution should be largely made up of men who are located near the institution.

"I cannot recommend or encourage a plan which would provide for the managing board of the medical institutions to be appointed by the local conference committee. In many instances our conferences are small and the conference committee men are persons who have not been thoroughly instructed in the health principles, and these men are very likely to have local ambitions and schemes which would lead them to make an unwise selection of managers for the medical enterprises. Therefore when I consider the whole field and the necessity of advocating plans which can be followed with a large degree of uniformity through Australasia, Africa, and the different sections of Europe it seems very plain to my mind that the managing boards of medical institutions should be appointed by the executive committees of the union conferences rather than by the local conferences.

"I think that as you study the matter in its relation to various conferences that you may be acquainted with, that you will see that this is the best plan to adopt. I am fully aware that our brethren in New Zealand desire to
maintain the largest degree of independence in regard to these matters, and I have no word of complaint or censure, but I am fully persuaded that if the independent plan desired by the New Zealand brethren were generally adopted that it would work disastrously for the best interests of the cause, and I suggest that they consider the advisability of making some sacrifices for the sake of maintaining a plan which will be of the greatest good to the greatest number, and which if properly managed will work no hardship to the cause in New Zealand.

"Each local conference should be encouraged to nominate, through its executive committee, the persons whom it regards most suitable for appointment on its various boards, and then if the union conference committee see reason for varying somewhat from this nomination, it is very likely to be for their benefit, and we trust that the disappointment would be cheerfully borne."


A. G. DANIELLS AND A UNIFIED MESSAGE: "I should write you a few lines regarding the recommendations of the I.M.M. and B. Association on the management of the medical work in Australia. This matter troubles me very much. As you know I have never been able to see light in a separate organization for the extension of the medical work. . . . I do not believe that our work should be so shaped that preachers should be looked exclusively to teach what we sometimes call gospel truths, and medical workers looked to to teach health principle. As the work appears to me as a whole I feel that the Conference should be as truly and intelligently devoted to the health work as any other phase of its work. And for this reason I see no need of extra machinery to run the health work as such."--A. G. Daniells to E. J. Farnsworth, Jan. 12, 1901. AGD 1901, WE.

HOPE OF RECONCILIATION WITH J. H. KELLOGG AND MEDICAL-EVANGELICAL UNITY: "I am pleased to tell you that we have at last come to a full and unanimous agreement regarding the relation of our medical institutions to the International Medical Missionary and Benevolent Association. We had some long talks and close investigation regarding this matter. It was placed in the hands of a good strong committee, who finally brought in a very satisfactory report. Before taking action we submitted the whole plan to Sister White, and so far as she understood it she gave it her full approval. I need not tell you that a very great burden has rolled off from my heart since getting this matter fixed up. It had been a real nightmare to me for months. I wish I could tell you what a wonderful change has come over the medical department of our work. In fact the change has come over both parties, and so far as we can see harmony prevails and suspicion has been buried. All through the committee proceedings there was manifested a sweet Christian spirit of cooperation both parties seeming willing to give and take. The presence of God was with us, and I tell you we are happy men. Dr. Kellogg and his associates in the Sanitarium attended most of the committee and board meetings. They are taking hold of the work in earnest. The Medical Association has turned over its field of operations to the Mission Board. The Association will carry on its institutional work in this country, but the medical missionary operations in foreign lands will hereafter be under the direction of the Mission Board. Of course some of the doctors are on the Board, and this is as it should be. Several hundred young men are now placed at the disposal of the Mission Board, and this is as it should be. It is a wonderful concession, and a rich contribution."
"I do not suppose that all our troubles are ended, but a great step in that direction has been taken, and so far as I can see, the estrangement that has existed so long is entirely put away."--A. G. Daniells to E. W. Farnsworth, April 3, 1901, p. 3. RG 9, AGD 6.

ROLE OF ELLEN WHITE IN REORGANIZATION: "In many respects the world's Conference just held by this people was a wonderful Conference. Think of a people with a distinct message for the world stopping after fifty years and reorganizing their entire system. But the Lord by the Spirit of Prophecy called for a reorganization, and the people said, 'All right, we will do it,' and it has been done."--J. W. Watt, "A Wonderful Conference," Green Mountain Reporter, May 1, 1901. RG 9. AGD 3.

A. G. DANIELLS AND 1901 "REVOLUTION": "We had a wonderful Conference. Just as it was about to open, the lightning seemed to strike us all, and for a day or two very few of us knew where we stood. I can not tell you why, but I was thrown into the very front of the battle, and kept there all through the Conference. The whole thing was mysterious and altogether providential; for I had not foreseen any part of it. It is true that many of the changes that were finally made, had been in my mind for a long time; but I did not in any way foresee the way by which all this would be brought about. I find
myself tonight in a position that I had no thought of occupying when I left you in California. When I saw the way things were shaping, I could only fall on my knees in my closet and plead with God to put His hand over me and give me full assurance of His presence and clear impressions regarding duty. He answered my prayer and before the Conference closed I knew very well what my duty was, and had no apology to make for accepting what the brethren requested me to take."--A. G. Daniells to A. O. Tait, May 9, 1901. RG 11, Bk. 23, pp. 24-5.

EARLY CONCEPT OF UNION ORGANIZATION: "We have proceeded so far as to elect a President, Vice President, Treasurer, Secretary, and auditor, and six members who, with the executive committee constitute an auditing committee. These six are chosen, one from each of the Conferences in the Union. We have also selected one man to especially study and communicate with our people, through our Conference papers, his thoughts on the Sabbath School work, one on the Religious Liberty work, one of the Tract and Missionary work, and one on the development of the ministry.

"We also chose the Union Conference canvassing agent, who is employed by the Pacific Press, as a member of the executive committee. The head of the Boulder Sanitarium as a leader in the Medical Missionary lines, to keep that work before our people [sic].

"The men selected for these departments, you will understand, were simply asked to lead out on those lines while pursuing their regular work. We have directed our Conference treasurers to send in the tithe to the Union Conference treasury, beginning to count from the date of the organization of our Conference, April 15."--Chester McReynolds to A. G. Daniells, May 14, 1901. RG 9, AGD 4.

1901 PHILOSOPHY--LOCAL ADMINISTRATION OF MISSION TERRITORIES: "With reference to having the Polynesian work quite largely managed from Australasia: For years I have felt that this arrangement ought to be made. I have not believed that the Mission Board in America was in a position to direct affairs either directly or indirectly in Polynesia. I believe that a great deal has been lost by the slow process of management we have been forced to carry on from this distant point. The present members of the Board are heartily in favor of having the brethren in Australasia take this work. You are located there. . . .

"Our present policy is to place the management of affairs in every part of the world just as far as possible into the hands of those who are on the ground. We believe that this will result in better management, as a rule. Of course we shall meet with cases where the work will be mismanaged. This is a risk, but I do not believe the mismanagement will be nearly as great as it will be if managed altogether from this country."--A. G. Daniells to E. H. Gates, May 23, 1901. RG 11. Bk. 23. pp. 107-08.

W. C. WHITE AND QUESTION OF TERM "PRESIDENT OF GC": "There is one matter which has perplexed us a little about which we would like your opinion. It is the advance views and strong utterances of Elder A. T. Jones regarding the reorganization and the discarding of the office and title of president. He tells our people that the General Conference has no president any more, that our state conferences are not to have presidents, and that the office of president of the Union Conference will soon be done away. Now, I think
I know what he means; and that is that with our present light we have no need of men carrying the title of president who will exercise kingly authority and the prerogatives of an emperor. I agree with him in this; and I think it a matter of great importance that our brethren and our committees shall understand their responsibilities and learn to go to the Lord for wisdom and counsel on many matters which they have formerly carried to the conference officers. But there has been some question in my mind as to whether it was necessary to discard the name and title of president, as carried by the presiding officer of our conference. I have not felt that the mere changing of a name would accomplish much for our people; and it has seemed to me that if the president understood that his work was to preside, if our people understood that it was his duty to preside rather than to act as a dictator, there is no great harm to come from the continuance of a title which seems business-like and is generally understood. When you get the reports of our Waitsburg [Upper Columbia Conference] meeting you will see that by resolution the Conference has dispensed with the title of president, and has simply a chairman of its executive committee. I think we have exchanged a convenient title for a clumsy one. I did not protest against the change directly; but I endeavored to call the attention of our people to the fact that it was the method of the work more than the title that required reformation. I was sorry to do even this; but I remember that after the Conference at College View [1897 GC] it was emphatically stated that now we had no president of the General Conference; and yet within a few months the title was used the same as before; and this very fact is now pointed to as a matter of apostasy. I have felt that if there was to be a change in titles it would be well for your committee to consider the matter early and then let the president or secretary write something for the "Review" about it. I think this will have a much better effect than for one or two members to state that these officers [offices] have been abolished, and to give the people an impression that great benefits are to come as a result, and then for us to discover a little later on that some are using these very titles that have been considered a part of our apostasy.

"If you deem this matter worthy of your attention and will indicate either by an article in the "Review" or by correspondence how you think we ought to treat these matters, I will endeavor to work faithfully in harmony with your suggestions."—W. C. White to A. G. Daniells, May 24, 1901, pp. 5-8. RG 9, AGD 3.

A. G. DANIELLS SUMMARIZES 1901 "REVOLUTION": Importance of Ellen White's role: "You could not have been more surprised than I was; and I suppose that no one really looked for the changes that were made. Up to the very day before the Conference opened, it was all unknown and unexpected, so far as I know. I had never heard a word from Sister White that indicated her mind regarding the changes that were made. They came to me, and I think every one else, like a clap of thunder from a clear sky. . . . After Sister White's first talk that so completely leveled every one of us and swept the deck clean, I walked home with Brother Irwin, and he told me that every word of what she said was true, and he had felt for some time that a complete break would have to be made in our organization, and a general change made in the administration. The consistent, Christian attitude that Brother Irwin took in the whole affair helped very much to save confusion and perhaps a good deal of censuring. The last two years have been very trying to Brother Irwin. He has felt that his hands were so tied that he could not effect changes and
reforms that he knew ought to be made. When the message came that there must be an entire reorganization, he felt great relief, and did all any man could to assist in that work. . . . You can see from the 'Bulletin' that we are making some very radical changes. Before the Conference opened, my mind was very much exercised with reference to the question of organization. I believe the Lord gave me light. Before the crash came to the old administration, I had quite a complete scheme outlined in my mind. When the Conference opened, I was pressed into the front of the battle, and the general views that I had worked out were adopted by the Conference.

Role of General Conference—Localized Management of Work: "From the 'Bulletin.' you will have seen that the General Conference Committee was greatly enlarged, and the personnel entirely changed. The medical, educational, and publishing interests are strongly represented on the Committee. We have what we believe to be a GENERAL CONFERENCE COMMITTEE. All other departments of the work are represented by subcommittees working under or in harmony with the general Committee. For instance, the Mission Board is but a subcommittee. The Chairman, Field and Corresponding Secretaries, with the General Conference Treasurer, are the working Executive of the Mission Board. The educational interests are represented by a subcommittee, of which Dr. Kellogg is Chairman and Professor Magan Secretary. The Sabbath-school work is represented by a subcommittee of which Elder Spicer is Chairman and Mrs. Plummer Corresponding Secretary. The Religious Liberty work is represented by a subcommittee of which Elder A. T. Jones is Chairman. Then we have a Finance Committee, of which Elder Lane is Chairman and Professor Magan is Secretary. These subcommittees take charge of the lines of work for which they have been appointed, and confer with and submit questions to the general Committee. This, you can see, greatly unifies our work. It also simplifies it. Instead of having so many officers and boards in different parts of the country working on independent lines, we have really one large Board occupying the entire field, and the work they have is apportioned to different groups of members.

"Now the question will be raised as to the wisdom of centralizing so much in one Board. This is met by the fact that we are organizing our work throughout the world, so that all the details will be placed in the hands of the men who are on the ground. The General Conference Committee does not propose to deal directly with affairs in any Union Conference. We propose to interest ourselves in the welfare of every Union Conference, in every line of work. We propose to foster their interests and help them all we possibly can. But the management of their affairs is to be placed in their own hands. We have practically placed the affairs of the United States as fully in the hands of the Union Conference as the affairs of Australasia have been in the hands of the Union Conference for years. You know what that means. So instead of centralizing our work, we have been distributing it. Although there is now but one general Committee, we are not dealing with details in the United States or anywhere else nearly as much as the small Committee was six months ago. We have already voted to have the Hawaiian Mission transferred to the Pacific Union Conference. We have also voted to have the management of the Polynesian Mission field placed largely, if not wholly, in the hands of the Australasian Union Conference. We ask you to send us an estimated statement of expenses and receipts, and a request for the financial help you desire during the next year. At the close of the year, it will be your duty to send us a statement of the disposition of funds we have sent you, and of the progress that has been
made where the money has been spent; and to accompany that with another estimated statement for the year to come. This is practically the way we once managed the Australian missions. We are advising that the work in South Africa be so organized that the brethren laboring in that field will have a free hand to push forward with their work. Europe is organizing in the same way. South America and the West Indies will take the same steps. Thus you will see that it is not our policy to centralize the management of this work."--A. G. Daniells to Miss E. R. Graham, May 24, 1901. RG 11, Bk. 23, pp. 117-22.

DANGER OF CENTRALIZATION IN BATTLE CREEK: "While I do heartily agree with the plan and the division of work in the department, I do feel that there is great danger of centralization of the work in Battle Creek, and you hear that from our brethren from various quarters, and they ask What is the improvement of this over other things in the past? I do believe that there is improvement, great improvement; first, in the men who are at the head of the work; and secondly, in the broader lines upon which the work has been projected. At the same time, I feel profoundly convicted myself that the work would be very much better if the headquarters were located in some coast city, like New York than in an interior city like Battle Creek, against which there has gone out a great deal of prejudice in all parts of this country and the world, some of which is no doubt founded in real truth in objectionable publications that have been presented in the past and objectionable ways of presenting the truth, and in answering prejudices which have been awakened by our enemies."--M. C. Wilcox to A. G. Daniells, May 24, 1901. RG 9, AGD 3.

A. G. DANIELLS VERSUS CENTRALIZATION AT BATTLE CREEK--RESPONSIBILITIES OF UNIONS: "Before the last session of the General Conference. I felt that it would be a most desirable thing to remove the General Conference offices from Battle Creek either to Chicago or New York City. It seemed to me that almost any place in the States would be better than Battle Creek. I had no thought of ever bringing the Mission Board headquarters back to Battle Creek.

"But when the changes came at the Conference, it soon began to appear that in order to have harmony and united action between the medical and evangelical organizations, it would be necessary to have the headquarters of the denomination in Battle Creek. This was rather a big pill for me. I studied over it for some time, and finally had a special interview with Sister White about it. I told her how I had felt about moving out of Battle Creek, and the difficulties that confronted us in doing this, and at the same time working with the medical Association. Her counsel was that we must not separate at this juncture from the medical workers. We must place ourselves where we could counsel with them and work with them harmoniously for the advancement of all branches of the work. She said that it would be far better for us to make Battle Creek the headquarters of our Mission Board, and thus be in close touch with the medical branch. than to remain in New York and work independently of them. . . .

Less Centralization of Power and Management at Battle Creek Than Formerly: "Now a word with reference to the question of centralizing so much in Battle Creek. Although we are making this the headquarters of the general lines of work, I think there is less centralization of power and management here than there has ever been before. The plan of organizing Union
Conferences in different parts of the United States is distributing responsibility and power instead of centralizing it. According to our past policy of management, although the Mission Board was operating from New York City, and the Sabbath-school Association from Oakland, yet there was a greater centralization of power and authority in Battle Creek than there is today. Under that arrangement all the Conferences in the United States, and to a large extent the Conferences and mission stations abroad, looked to Battle Creek for decisions and instruction regarding the details of their work. Our present plan of organization is changing this condition of things. Our brethren in the Southern field have a complete organization, and are going forward with their work almost as though there was no other organization in the country. I do not mean to say that they are working in opposition to us, nor independently of us; but they are on the ground, and are looking after all the affairs pertaining to that part of the field; and I can assure you it makes a great difference to the members of the General Conference located in Battle Creek. The same is true of the Northwestern and Southwestern Union Conferences, also of the eastern Union Conference, and you can see how it is working on the Pacific Coast.

"Heretofore the General Conference Committee has had a great army of workers on its payroll, and has been obliged to direct nearly all these workers in their fields of labor. Now we are able to cut off the great majority of these laborers, and place them in the Union Conferences that are being organized. They will unite with those Conferences in attending to the local affairs that belong to them. This relieves us at headquarters, and what is true of the General Conference arrangement is true to quite an extent with reference to the Mission Board.

"We have already sent a request to the Pacific Union Conference to take the management of the Hawaiian Mission field. We have also sent a request to the Australasian Union Conference to take almost the entire management of the Polynesian Mission field. As you know, we have asked Elders Olsen and Reaser to go to Africa, with the request that they organize a South African advisory board for the purpose of managing the affairs in that country. Elder Westphal will organize the work in South America, so that the South American board will attend to all the details of that field. We are planning to visit the West Indies before Christmas, to assist them in organizing the work there, so that they will take more responsibility in the direction of affairs there.

"Thus you see. Brother Wilcox, that, although a few officers are located in Battle Creek, and perhaps a few more than were here before, yet the responsibilities of government are distributed to a far greater extent than they have ever been. I am aware that the idea existed before that these Conferences and mission fields should attend to the details; but the fact is that they did not do it to any large extent. Australasia did. For a number of years we looked to the General Conference and the Mission Board, just as other fields did, for instruction in almost all the details of our work before we felt free to make changes, incur expenses, etc.; but four or five years ago we threw all this off, and organized independently, and went ahead with our work, not in opposition to the organization here, but we managed as the Lord gave us wisdom; and our course has been signally blessed by the Lord.
"I want to see this scheme of organization carried on and so fully perfected that the General Conference Committee will have little to do with details in any part of the world. The members of that Committee ought to be free to study the general interests of all departments of the work in all parts of the world. . . .

1901 Concept of GC Sabbath-school Department: "It is necessary to establish a strong Sabbath-school department under the special direction of a competent committee. It falls to the lot of the General Conference to provide lessons, to originate plans and methods for developing all the interests of the Sabbath-school work. But I do not think the General Conference nor the departmental committee should have much to do with the details of the Sabbath-school. They should study the broad lines of Sabbath-school interests, and leave the details to be carried out by the brethren in different parts of the field. The secretary should send to the Union Conference secretaries all the light and information that can be obtained from the departmental committee. This will pertain to the subject-matter of the lessons, the manner of conducting Sabbath-schools, the importance of working up the contributions, and all other features of the work. While the responsibilities of the general secretary will be greater, the amount of detail work will not be as great as that of the State secretary. who has from twenty-five to one hundred church Sabbath-schools to correspond with, supply with blanks, and send receipts for money. The Secretary of the Union Conference will have from five to eight or ten States to deal with. The General Conference secretary will have eight Union Conferences and some mission fields to correspond with. But this will be pretty much all the office work that will have to be done by the general secretary.

"The funds will pass from the States to the Union Conferences, and from them to the Treasurer of the General Conference, who will keep all Sabbath-school money entirely separate from all other funds, so that a clear and full report may be rendered at each session of the Conference. . . .

"We know very well that every branch of our work ought to be greatly improved. We should continually be discovering better ways, and improving upon even the good plans that we have been following. But it seems to me that we are placed in a better position now to make our Sabbath-school work efficient than we have ever been before. Very much depends upon the work of the Union Conferences. If our General Conference Sabbath-school Secretary does thorough work, and the Union Conferences respond, then the States will move into line; and I sincerely hope it will be so."--A. G. Daniells to M. C. Wilcox, May 28, 1901. RG 11, Bk. 23, pp. 173-77, 179-81.

A. G. DANIELLS ON TERM "PRESIDENT OF GC": "I have given considerable thought to the question you raise regarding the presidency of the General Conference. I may say further that the members of the Committee who were left in Battle Creek were brought face to face with the question, and we all decided that the meaning of the expression in the Testimony was not that the General Conference should have no president, but that the president of the General Conference should not be the one person to whom the details in the various parts of the field should be referred. Brother Prescott fully agreed with us in this. I was asked to write an explanation to the members of the Committee who were abroad; but I felt a little delicate about doing this. I told Brother Prescott I thought that the men who first gave this turn to the expression were the ones to
correct it; and I still think so. But I shall write more fully to you about this, and think that I will set the matter before the presidents of the Union Conferences."--A. G. Daniells to W. C. White, May 31, 1901. RG 11, Bk. 23. pp. 198-99.

HARMONY WITH A. T. JONES ON ORGANIZATION IN 1901: [At the Des Moines, Iowa, campmeeting] "I brought five hundred copies of Brother Jones's new tract on organization--a reprint of his grand sermon on that subject during the [1901] Conference."--A. G. Daniells to W. C. White, June 12, 1901. RG 11, Bk. 23. p. 250.

RELATIONSHIP OF GC TO UNIONS: "It will be best for all concerned to have the entire work in the Eastern Union Conference managed by that Conference. It does not seem to me that the General Conference should burden itself with details of fields with which it is not in close touch. The officers of the Eastern Union Conference are on the ground. They are acquainted with the laborers, and come in personal contact with them from time to time. They know the needs of the field, and are better prepared to direct the laborers, audit their accounts, and attend to all the details, than the members of the General Conference Committee are. Therefore I think that after the present quarter, these laborers should all be supplied with blanks by the Secretary of the Eastern Union Conference, with instruction to report to him. Their accounts should be audited by your Conference, and all monies paid to them should be forwarded by your treasurer.

"I would like to suggest the following for your consideration: You are aware that in the past, the General Conference has managed the work in certain territories in North America, and counted those fields as mission fields. This has been true of the Maritime Provinces, Newfoundland, the Southern States, and certain territories in the West. We are now placing this mission territory, as far as possible, in the Union Conferences that have been organized. The Pacific Conference takes the territories in the West. The Southern Union Conference embraces all the States that have been reckoned as General Conference mission fields. The Northwestern Union Conference takes Manitoba; and I understand that everything in the Eastern Union Conference, including the Provinces and Newfoundland, belongs to your Union Conference. Now it will be necessary for the Southern Union Conference and the Eastern Union Conference to have help in maintaining their work. A definite arrangement has been made with the Southern Union Conference. Help must be given the Eastern Conference. Now inasmuch as the tithes of the General Conference will be materially reduced by the reorganization of the field, and inasmuch as the scope of the Mission Board now includes the work at home as well as abroad, it seems to me that the General Conference should turn all dealings with this mission territory over to the Mission Board. That is to say, the Mission Board should be asked to supply the funds that must be sent to the Southern and Eastern Union Conferences to assist them in maintaining their work. The correspondence and management of all details should be between the officers of the Mission Board and the officers of the Union Conferences. The General Conference should step out and be free from the whole thing. This will give the Mission Board the entire field for the raising of funds for missionary purposes, and it will classify our work better than it has been, by having the Mission Board deal with all mission fields, instead of dealing alone with foreign fields and the General
Conference carry home mission fields."

1901 "REVOLUTION": "I am really surprised to see how little opposition [to 1901 reorganization] there is. Nearly everybody throughout the country seems to feel that these steps are right, and that a wholesome revolution has set in. Many feel that 1901 is the beginning of a new era, a blessed experience to this people. They feel that somehow we have turned an important corner, and that we are beginning our last grand march. I sincerely hope that this is so." --A. G. Daniells to M. H. Brown, June 17, 1901. RG 11, Bk. 23, p. 288.

A. G. DANIELLS VERSUS DELEGATE REPRESENTATION AT CONFERENCE LEVEL: "This [Wisconsin] Conference has taken a step in advance of any other Conference, I presume, in the United states. It has done away with delegate representation, and has voted to change the constitution so that every church-member in attendance at a regularly convened meeting of the Conference, shall be a member of the Conference in session, and have all the rights and privileges that any one else has for the transaction of the business. I believe this principle is right, and I believe that the day will come when all our Conferences will take this step. The church which Christ established is the highest organization that the Lord has placed on the earth. Each individual belonging to the church enjoys equal rights and privileges. Each one has the same power in the transaction of business. When the members of several churches come together, as they do in Conference, why should not every one be a member of the Conference in session, by virtue of his membership in the church? It seems to me that whoever is fit to transact the business in his local church and to select a delegate to represent the church in the sessions of the Conference, is not only qualified to transact the business of the Conference, but is entitled to that privilege. That makes one large, common family, and does away with all the unnecessary work we have to do to fix up a class to do business for the rest of the people, many of whom are sitting just behind them in the meeting. According to this new arrangement, every church-member on the camp-ground is what you might call a delegate. That is not the right name. He is a member of the Conference in session, and has the privilege of taking part in all the discussions and all the transaction of the business. We have felt the blessing of this arrangement ever since the change was made. If I do not forget, I will have a copy of the resolution effecting this change enclosed in this letter. Perhaps you will want to follow suit in Indiana at the opening of your next Conference." --A. G. Daniells to I. J. Hankins, June 18, 1901. RG 11, Bk. 23. pp. 374-75.

A. G. DANIELLS AND CENTRAL PURPOSE OF REORGANIZATION--FOCUS ON THE CHURCH MEMBER: "The more I see of the situation in the different States, the more deeply I am impressed with the wisdom of the measures we are adopting for the division of the territory, and the more perfect management of the details of the work by the brethren who are on the ground. The General Conference Committee must insist on being free from the details of the field. The Union and State Conferences must take hold of their work in a manly way. The people must be better educated in the affairs of their Conferences. The lack of understanding regarding Conference management, and the confusion and loss that result, are truly deplorable. . . . [After he was elected president of the Wisconsin Conference] I gave Brother Covert a good talking to about allowing the people to go along in such utter
ignorance of how to consider and deal with Conference business. He promised me that he would take pains to give them instruction. These matters must be placed very clearly before the officers of the Union Conferences; and before another year rolls around, all the State conference committees should receive instruction regarding the management of Conference business. If we had some one who had the time to write some articles on this line, I believe the people would read them with a great deal of interest."--A. G. Daniells to W. C. White, June 19, 1901. RG 11, Bk. 23. pp. 357-58.

AUSTRALIAN MODEL FOR 1901 REORGANIZATION: "I have on my file of unanswered letters, yours dated the 29th of April, in which you suggest the breaking up of the General Conference in the United States into Union Conference [sic], similar to the Australasian Union Conference. Yes: I remember well how you and I have occasionally struck the same lines of thought without any special counsel together. Usually the plans thus brought to us, although sometimes quite radical, have proved to be very serviceable to the cause. Before the General Conference opened, the whole scheme of organization was opened up as clearly to my mind as a sunbeam. Two days before the Conference convened, Professor Sutherland came to my room to question me about some matters, and I laid the whole scheme out before him. He was captivated with it, and expressed his earnest desire that this scheme of organization might be laid before the General Conference. I did not think it would be possible for me to do it. Somehow, I felt so weak and helpless that I had concluded not to take any part to speak of in the Conference, but to lay low, hear what others had to say, and as soon as the Conference was over, pack my trunks for Europe. But the Lord ordered otherwise."--A. G. Daniells to E. R. Palmer, June 19, 1901. RG 11, Bk. 23. pp. 346-47.

W. C. WHITE AND "PRESIDENT" TITLE: "I see by your letter heads that you are still using the title of president in connection with the chairman of our conference committees. Personally I think that this is right; and I am pleased to tell you that at this meeting there has been no public comments regarding the title, and that Eld. A. T. Jones has been elected to the presidency [Pacific Union Conference] without any protest to the use of the title."--W. C. White to A. G. Daniells, June 19, 1901, p. 2. RG 9. AGD 3.

A. G. DANIELLS AND NON-DELEGATE REPRESENTATION AT LOCAL CONFERENCE SESSIONS: "At this morning's session of the Conference I was appealed to with reference to the propriety of the Conference permitting a person who had not been elected by a church as a delegate, to act as their delegate. I told the brethren they would run some risk in asking my opinion regarding such a question; that if I were to express a private opinion publicly, I would advise them to do away with the question of delegates altogether and make every church-member in this conference a member of the conference in session for the transaction of all the business. Several good, hearty Amens came in response to this statement. It touched a sympathetic chord, and in about ten minutes the article in the constitution regarding delegates was struck out and a clause was voted in very similar to the one passed at the Wisconsin meeting. Then the whole congregation was invited to come to the front seats and attend to their business. I do not know how these radical measures will affect our administration. It may be that I was riding for a fall, but I can not help it. I believe it is right, and that light, liberty, and blessing will come to our conferences and to our people generally, when certain barriers are swept
away and all the people are taking interest in the work."--A. G. Daniells to W. W. Prescott, June 24, 1901. RG 11, Bk. 23. p. 417.

DANIELLS REFLECTS ON IMPORT OF ELLEN WHITE COLLEGE LIBRARY ADDRESS: "I can see more and more every day the divine source of the instruction your Mother gave us in the College library. I have only recently received her address as written out by Maggie. I have read it with profound interest. That was an epoch-making address. It was not only revolutionary, but evolutionary. It was not merely a criticism of wrong methods, but a setting forth of right, corrective measures. My prayer is that we shall be kept from going astray in the future."--A. G. Daniells to W. C. White, July 1, 1901, pp. 2-3. AGD 1901 WE.

ISSUE OVER THE TERM "PRESIDENT OF GC": "I note what you say with reference to retaining the title of 'President of the General Conference.' If I remember rightly, some time ago I promised to write you more fully regarding this question. I was never in harmony with what I considered the radical positions taken by Brethren Jones and Prescott on this point; and if any other man had been selected as Chairman of the Committee, I would have expressed my views sooner than I did.

"Soon after we returned from Indianapolis, a question arose with reference to furnishing certain written statements to Railway Companies and to statisticians regarding the General Conference. We were brought to the point where we had to face the question of the official head of our organization. We could not name any person as Chairman of the General Conference, because the Conference was not in session. We could not very well substitute the General Conference Committee for the Conference itself. Brother Prescott tried to adjust the matter, but gave it up, and took the position that it would be better to retain the title of president.

"We looked the Testimony up on which he had based the idea that the title was not to be retained, and found that it did not teach this. We concluded that the instruction given in that Testimony was to the effect that the one man acting as president of the General Conference was not to be cumbered with the details of the entire Conference. We saw that this arrangement for the division of the field into separate, distinct Union Conferences met the point. We also saw that the instruction aimed to the putting away of kingly, autocratic, arbitrary power, and that this sort of power could be exercised by the Chairman of the General Conference Committee, no matter what title he carried. We saw further that the title itself was retained in the Testimony all the way through, thus showing that it was not the disuse or the extinction of the title that was under consideration.

"Brother Prescott suggested that in electing the Chairman of the General Conference Committee, his position should be defined as Chairman of the Committee and president of the Conference. He thought I ought to write an explanation to the members of the Committee, so they would understand why we retained the title on our letter-heads. I told him that he was the man to make this explanation, inasmuch as he had been instrumental in introducing the wrong idea. Thus the matter dropped. He assisted in planning the letter-heads as you have seen them. I do not feel very free to say anything about this question."
"If you think it ought to be explained, I wish you would take the liberty to make the explanation. You could counsel with your Mother, and write whatever explanation you thought best. But as far as I am concerned, I care but little about it. We want a consistent arrangement, and we want our men in position to behave themselves like men, and do their work in the fear of God. To the man who does this, the question of title is of little consequence. All we need is that which will save confusion and make ourselves understood by the public."--Ibid., pp. 3-4.

LOCALIZED VERSUS LONG-DISTANCE AUTHORITY: "Elder Olsen plans to go to Africa for a few months--not more than a year at the most. He says that he does not feel free to entirely disconnect from the work in Scandinavia, and he plans to return from Africa as early as August, 1902, for a large European General Conference. I am unable to see any light in this arrangement. Our brethren in Africa are tired of these excursion trips to their field. They feel that harm has been done by Brother Olsen and others going there for a short time, and endeavoring during that time to shape the policy of the work. I do not believe that it will be best for Brother Olsen to go there, with the understanding that his stay will be temporary. He will not be able to work with his committee as he should. It is my firm conviction that Brethren Hyatt, Reaser, Mead, Ingle, and others on the ground can do better work without Brother Olsen, unless he shall go there to stay for years. You can see how sort of temporary and narrow all their planning will be, if they know that the head is to soon leave.

"After giving the question considerable thought, I placed Brother Olsen's letter before the Mission Board. The brethren all felt as I do about it, and passed a resolution expressing the opinion that inasmuch as Brother Olsen does not see his way clear to make Africa his permanent field of labor, he be advised to not make the journey to that field. . . .

"I feel confident that the Lord will yet do a great work in Africa. It is an immense field, and those who have charge of the work should be located there and have no other responsibilities upon them. Brother Olsen can not let go his grip on Scandinavia. It may be that he should not; but one thing is very certain, and that is that he can not manage the work in Africa even for a year, and at the same time carry important responsibilities pertaining to the Scandinavian field. It is a bad thing to divide one's mind in this way."--Ibid., pp. 7-8.

DANIELLS AND 1901 "REVOLUTION": " Everywhere we go, we find everybody, almost, in harmony with what we are doing. Ministers and people tell us that they have for a long time desired these changes. We meet with no opposition whatever. I am satisfied that it is not a mere whim nor a bit of romance connected with new changes. The people feel deep down in their hearts that we have reached a new epoch; that the twentieth century has led us to a sharp turn in our journey, and that we must now make such changes in our methods of operation and our plans for development and progress that the cause shall in no way be hampered. So far, we see no reason to regret any of the steps taken or proposed at our late General Conference. The Union Conferences are being fully organized, and all the details are being placed in the hands of the men on the ground. The work of the General Conference Committee is being simplified, and so far as looking after details is concerned, very greatly reduced. We are fondly hoping to soon be in a position to give our
attention almost wholly to the consideration of those problems that affect
the cause throughout the world. How much better this will be than to be
spending our time with trifles that can and should be attended to by the
various Union Conferences."--A. G. Daniells to O. A. Olsen and L. R. Conradi,
July 1, 1901. RG 11, Bk. 24, p. 5.

DANIELLS VIEW OF "EUROPEAN GENERAL CONFERENCE" SECTION: "If I understand your
proposal for the management of all parts of the field under the European General
Conference, it is briefly stated as follows:

"1. That the European General Conference take the general oversight of the
work, including the direction of the laborers, in the conferences and mission
fields within its boundaries.

"2. That the accounts of all the laborers in the mission fields, including
the Mediterranean field if it may be thought best by the Mission Board, be
audited under the direction of the European General Conference Committee.

"3. That the European General Conference Committee supply the General
Conference Committee and Mission Board with full details regarding the
movements of the laborers, the results of their work, and the allowances
determined by the auditors.

"4. That the calls for laborers and funds for the various fields within the
limits of the European General conference be sent first to the European General
Conference board, and from them with their recommendations to the General
Conference Committee and Mission Board.

"5. That the appropriations made by the Mission Board for any part of the
territory under the European General Conference, be sent to the latter for
disbursement throughout the field.

"6. That detailed statements be supplied the Mission Board, showing the
disbursement of funds appropriated to the mission fields under the
European General Conference.

"If I understand your letter, this is your proposal. Personally, it meets
by mind exactly. This is the program I have been placing before our
brethren in Australasia, South America, and South Africa. The Mission Board
has asked the Australasian Union Conference to take the general oversight of the
Polynesian Mission Field. We have requested them to direct the laborers
in that field as they think best. We have also requested them to send to the
Mission Board their requests for laborers and funds, and to supply the Board
with detailed statements of their management. This will keep us acquainted
with the movements of laborers, the results of their work, the wages they
receive, and the expenses of each separate mission station. With this
information, we can place the situation—the needs and openings of each
field—clearly before our people in our efforts to secure money and
laborers for the development of their work. It seems to me that this is
the real mission of the Mission Board. It is folly for us to attempt to look
after details in these far-off lands. The brethren nearest at hand must do
this, and keep us fully informed as to what is being done. This will enable us
to keep the picture clearly before our people, and secure the needed help."--
Ibid., pp. 7-8.
Daniells General View of Church Organization—Member-Delegate Idea: "I am satisfied that the Spirit of God can do much more in a field that is properly organized, than it can where all is confusion. Everything that our eyes rest upon teaches us that God is a God of order. All that He has done is placed under the law of the most perfect organization. The church is His own direct spiritual organization, and its perfection as an organization is represented by the human body. There is nothing in the universe more wonderfully and beautifully arranged than the human body, and as this is used by the Lord to illustrate the church which He has organized, we can see that this spiritual organization is the most complete, the most wonderful and beautiful of any organization of human beings on earth. My idea is that all Conference organization ought to be simply the development or enlargement of the church. As the church is a group of reorganized individuals, the Conference is simply a group of organized churches. The Union Conference is a group of organized Conferences; and the General Conference is a group of organized Union Conferences. This takes in the world. The one simple idea governs all. It extends from a single individual to the wide world. The study of this question has led me to believe that the time is not far distant when our representation of the churches in the State Conferences will be changed. I do not believe that we shall long continue to elect delegates from the churches, but that we shall take the position that any member of any church in a State is, by virtue of that membership, entitled to be a member of the Conference when in session, providing he is present.

"At the Wisconsin campmeeting [1901 Conference membership was 3200], they were having a good deal of trouble in seating their delegates. Some were there without credentials. They had been elected by their churches, but the clerk had failed to provide them with papers. Other churches had no elected delegates, though there were good, intelligent brethren present from said churches. This led us to consider the question of changing the article of their constitution relating to delegates. The question of doing away with elected delegates, and making all church-members present the members of the Conference in session, was received by all the brethren present with enthusiasm. They struck out the old article, and inserted a new one, making all church-members present members of the Conference in session for the transaction of business; and they voted that this change take immediate effect. This brought all the people into the work, and I want to tell you that from that moment the atmosphere of the Wisconsin Conference changed. I have not seen a more interested and intelligent Conference delegation anywhere, and I never have seen business transacted more intelligently and harmoniously—and I will say liberally—than during that meeting. The Ontario Conference followed the example of Wisconsin. I believe it is right. This places the affairs of the Conference in the hands of all the people, just where they belong. The people are glad to see that they are recognized, that they are in this thing, and that the responsibilities of this work rest upon the people, and the whole of them."—Ibid., pp. 9-10.

W. C. White and "GC President" Title: "I notice with interest what you say about the use of the title of president in connection with our conferences. I have no burden to say anything more about it. I think no great harm will come from what has been said, if we now work unitedly and no one feels a burden to create confusion."—W. C. White to A. G. Daniells, July 11, 1901, p. 2. RG 9, AGD 3.
"ADVISORY" ROLE OF GC: "In the United States we are now organizing six large union conferences, that will be as separate, distinct, and complete as in the Australasian Union Conference. Each will have its officers, its institutions, and its definite territory. Each will have its own staff of workers, and will direct them as the Lord may direct. According to this plan the General Conference and the Mission Board will ultimately be left quite free from perplexing details. This will enable them to take the position of general advisory boards."—A. G. Daniells to J. J. Wessels, July 15, 1901. RG 11, Bk. 24, p. 45.

SHARING OF SURPLUS CONFERENCE FUNDS: "I quite agree with you regarding the disposition that should be made of the surplus funds in the State Conference. It does seem to me that when a Conference is blessed with surplus funds, after settling fairly with all their laborers, that this money should not be banked nor treasured up, but should be passed on to other needy fields. I am aware that some of the Conferences have from one to ten thousand dollars in their treasuries; but I can not believe that this is right. And I believe that we are rapidly coming to a time when no Conference will feel free to do this. They will have such compassion on the people in the regions beyond that they will gladly vote every dollar of their surplus funds to those fields, and pass the money on without delay."—A. G. Daniells to H. R. Johnson, July 17, 1901. RG 11, Bk. 24, p. 64.

MEMBER-DELEGATE IDEA: "For a long time I have felt that we should be more democratic in our government than we have been. It has seemed to me that every person who is fit to belong to the church of God ought to have a part in the transaction of the business of the church. It has not seemed reasonable to me for a church of fifty members to select four or five of its members to transact the business of the Conference, while perhaps twenty or thirty of those church-members are present at the Conference, and sitting a seat or two behind the persons they have elected as their delegates. The business of the Conference is the people's business; it belongs to them; they should all be interested in it. All should have a clear grasp of its meaning. Then why should not all take part in the deliberations and the decisions finally made.

"After seeing so much valuable time at the Wisconsin campmeeting wasted in meeting the perplexities arising from the delegation question, we suggested that the whole thing be changed; that the article providing for delegation on the basis of a certain ratio, be changed so that it would make the members of all the churches in the State, who were present at the Conference members of the Conference in session for the transaction of business. This suggestion was received most heartily by the brethren. In a few minutes the constitution was changed, and every church-member at the Conference was made a member of the Conference in session, and became equally responsible with every other church-member present for the transaction of Conference business. This brought the whole congregation to the front. It worked splendidly. The Conference officers were highly pleased with the results, and would not go back to the old method for anything.

"At the Ontario Conference held in Toronto, the same thing was done, and the brethren and sisters present were made the delegates or the members of the Conference in session. Every one became interested in Conference affairs, and deliberated and voted with interest and intelligence."
"A couple of weeks ago I met all the laborers of the Southern Union Conference at Graysville. This question came up for consideration. It was unanimously agreed by those laborers that, in the organization of their Conference, they frame the constitution so that all the church-members present at the sessions of the Conference be the representatives or members of the Conference.

"Just now I am at Berrien Springs, and am having a meeting of the Lake Union Conference executive. We have twenty or thirty officers of the various States gathered together. We have given this question, and have unanimously voted to recommend this plan to the States in the Lake Union Conference. This change will no doubt be made at all the coming Conferences this fall.

"The recommendation adopted in each Conference reads about as follows: 'We recommend that the members of churches in the State of present at a session of the Conference be members of the Conference in session for the transaction of business.' This takes the place of article 7 in the Constitution, which states that the Conference shall be composed of delegates from the churches to be elected on a certain ratio, usually one for the church, and an additional delegate for every fifteen members.

"I think this fully answers the question you raise regarding this matter. The fact is, Brother Nelson, our church government should be of the people, by the people, and for the people." -- A. G. Daniells to N. P. Nelson, July 17, 1901.

RG 11, Bk. 24, pp. 49-50.

MEMBERSHIP SELECTION OF PLANNING COMMITTEE FOR LOCAL CONFERENCE SESSIONS: "Now a word with reference to the appointment of standing committees. At Iowa, Wisconsin, and Ontario, at the first meeting of the Conference, the delegates elected twenty or twenty-five persons to constitute an advisory board or council, who were authorized to appoint the usual standing committees, and to assist in every way in preparing the business for presentation to the Conference. In selecting this advisory council, the delegates were counseled to choose men from different parts of the State, and representing all lines of work. This made the council representative and capable. As soon as appointed this advisory council of twenty-five men met and appointed the committees on nominations, recommendations, credentials and licenses, etc. They also gave these committees whatever counsel they thought best with reference to the manner of doing their work. They did not, however, assume any authority with reference to the decisions these committees were to come to. The council met occasionally during the Conference to deliberate regarding any important questions which any of these subcommittees might wish to bring before them, but not to use any influence with reference to the reports of these committees. The committees on nominations, recommendations, etc., made their reports direct to the Conference, though whenever they desired counsel regarding any perplexing matters with which they were dealing they brought these matters before the advisory council.

"This plan has worked admirably in every place. It has given the brethren and sisters confidence in the management. They have seen that the whole thing has been removed from the president of the Conference, and also from the few men who have been carrying on the business during the year. They have confidence in the appointments made by the large committee, which they themselves named, and I believe that it has strengthened the hands of the
Conference Committee. When it is rightly managed, it does not delay the work by unnecessary machinery, but it facilitates it. It also affords an opportunity to give good counsel and educate the brethren with reference to the transaction of business.

"You are right in saying that the committees on auditing and credentials and licenses ought to be carefully selected. I believe, however, that with proper instruction the advisory council of twenty-five can make as good a selection as any Conference committee can. In fact they have done excellent work in the Conferences where I have seen it tried."--Ibid., pp. 50-1.

1901 "SPIRIT OF REFORM": "You will be somewhat amused to hear that all the brethren present at the [Lake Union session] were decidedly in favor of abolishing the old plan of electing delegates to the State Conferences, and substituting the plan of making every church-member present at any regular session of the Conference a member of the Conference in session for the transaction of business. A resolution recommending the States to make this change was passed without a dissenting voice. All the representatives present favored the ten-cent-a-week plan, also the payment of the second tithe [10% of the tithe of the local conference] to the General Conference for mission work. In fact every man was in favor of every measure in the line of reform that we have been advocating. It did my heart good to see these brethren so cheerful and harmonious in their work. There seemed to be perfect confidence in one another. They returned to their homes full of good cheer and courage. So far as I can see, we shall have no opposition in any of the States to any of the reforms we are desiring to effect. When I think of the situation a year ago, I can not doubt but that the Spirit of God wrought a mighty miracle during the late Conference. The spirit of reform has swept through the entire denomination, and they are in for anything and everything that will bring about a better state of things."--A. G. Daniells to W. W. Prescott, July 21, 1901. RG 11, Bk. 24, p. 199.

GC AS "IMPARTIAL, ADVISORY, FOSTERING BOARD": "I am perfectly satisfied that we have done right to break our territory up and organize independent, self-supporting union conferences as we have done. Already new life is coming in. People on the ground are attending to the details about them. Instead of having so much in the hands of the general body, who know but little about the affairs with which they are dealing, hundreds of details are being placed in the hands of the men who are well acquainted with them. But in doing this, it has been necessary to place the funds that were coming to the general body, in the hands of those who are doing the local management.

"When the present plan is fully developed, we shall have in the general body a large representative board, studying the interests of all the fields, but really managing none. It will be an impartial, advisory, fostering board; and I claim that that is all the General Conference ought to be. Its financial affairs so far as details are concerned, ought to be very small; and yet it should be the promoter of plans that will bring thousands and thousands of dollars to the general cause. You get my idea. But while we are all standing with our noses on the grindstone of local management, wasting our energies on the adjustment of little details, we are robbed of our power to do much on broad lines in the raising of funds. Thirty minutes' study of the management during the last two years will prove the
truthfulness of this statement. In all good faith, the General Conference Committee during the last few years have been trying to look after details from one end of the country to the other. While doing this, the expense has piled up, and the receipts have been narrowing. The result is a loss of $40,000 in the operating department. But the [General] Conference is to get rid of all local details and expenses, and give time to study the missionary questions that affect all parts of the field, and join our brethren who are managing the work, in securing the men and the money they require. This will make us large hearted and sympathetic, and will save us from the worry and hardness of heart that come to men who are grinding on finances. as we have been doing."--A. G. Daniells to Allen Moon, July 25, 1901. RG 11, Bk. 24, pp. 138-39.

A. G. DANIELLS AND CENTRAL ROLE OF GENERAL CONFERENCE: "The [General Conference] officers are more thankful than we can express regarding the changes now being effected. We are glad that the details in the various Union Conferences are being so fully taken over by those who are on the ground. This is reducing, to a large extent, the amount of perplexing details hitherto borne by the general officers. Our hope is that we shall be left almost entirely free to study the large questions of policy affecting the entire field, and to devote our energies to fostering the work in the weak parts of the field, and also the great mission fields in the regions beyond. Thus the general machinery is being reduced to a few simply parts, and the work passing through it is of general interest to the cause."--A. G. Daniells to Members of the General Conference Committee, Aug. 2, 1901. RG 11, Bk. 24, p. 179.

REORGANIZATION IN EUROPE: "The European brethren went into the work of organization in great shape. At the time of my visit last year, I felt deeply impressed that the work in the different European countries would be decidedly advanced by bringing the countries closer together in a general organization. This was made very clear to my mind one morning in Christiania. I felt so deeply impressed with this idea that I began at once to talk it to Elder Olsen, and continued to lay it before the different Conference officers as I came in contact with them. On returning to Hamburg I had several talks with Brother Conradi about it. At first he offered quite decided opposition. When I left him I was not sure that anything I had said had made any impression upon his mind. In England I talked the matter over fully with Brethren Prescott and Waggoner. Up to that time they had not looked with very much favor of what was called the European Union Conference. I did not like the arrangement at all; but I submitted a more complete and I believe practical scheme of organization. When Brother White and I got together in this country, I talked it all over with him. I think it was this agitation in my mind that prepared me for what occurred at the General Conference. When Elder Conradi came to the General Conference, I was surprised to find that he had drank in all that I had talked to him about organization in Europe, and, after giving the matter quite exhaustive study, was prepared to go beyond what I had urged. . . .

[Regarding organization of European General Conference] Elder Conradi is president of this, and Elder Olsen is secretary. Brother Sisley is treasurer. London is to be the headquarters. This Conference has supervision over the entire work in Great Britain and Europe, including, of course, Scandinavia. I believe the general plan they have followed is right, and so far as I can learn, they have done good work in carrying out the details. They all write
most encouragingly and enthusiastically regarding the outlook. Professor Prescott tells me that harmony and good cheer have prevailed everywhere this summer. Already they are being drawn closer together, and new life is manifesting itself. Now I want to see this work carried forward in Africa, South America, and the West Indies. These brethren have been sending their problems to Battle Creek long enough. They must cease to look to Jerusalem for everything, and must get light for themselves, and as far as possible manage and support their own work. Of course the General Conference, through its various departments, must always foster the work in all parts of the world, but it can not be the brains, and conscience, and mouth-piece for our brethren in these different countries. From the West Indies, South America, and other mission fields, they are sending us hundreds of little trifling matters with which we ought not to have anything to do. They can just as well settle them on the ground among themselves. This will save delay to them, give them a good experience, and save our energies for something better. This is the doctrine I am preaching all the time. I am trying to put it in a way that will not lead to disunion, and an independence that will destroy all appreciation of counseling with brethren. I think that in the past some of our brethren who have tried to correct evils, have presented matters in a way that has made it appear to be opposed to organization, and has led certain independent spirits to be altogether too independent. While we must encourage every worker to think for himself, and to get light from the Lord for himself, we must not encourage him to become such a separate unit as to have no connection with anybody else, and to despise counsel."--A. G. Daniells to E. R. Palmer, Aug. 28, 1901. RG 11, Bk. 24, pp. 305-08.

LOCALIZED CONTROL OF WORK AND STIMULATION OF MISSION SPIRIT: "I am glad to tell you that to quite an extent the spirit of the General Conference has extended to the State Conferences in all parts of America. I do not believe our brethren have ever felt such a deep interest in our foreign work as they do today. Near every Conference that I have attended this summer has cheerfully voted to support from one to three and four laborers in foreign fields. Even some of the churches are beginning to work this matter up, and in a few cases, individuals have come to us and stated that as soon as they could arrange their business affairs they wanted to support men in the needy fields afar off. If this spirit continues to grow as it has been coming into our midst this summer, it will not be long before we shall have all the financial help we need to support the work in all parts of the world. Really, our greatest difficulty today is to secure efficient laborers to send abroad. There has been such a neglect in the training of missionaries that it is perplexing to find people that we can feel free to send away. But we are taking hold of this matter. We are urging our colleges to exert themselves as never before to train the students for missionary service."--A. G. Daniells to B. G. Wilkinson, Aug. 30, 1901. RG 11, Bk. 24, pp. 353-54.

W. C. WHITE AND ORGANIZATIONAL PROBLEMS IN PACIFIC UNION: "The organization of the [Southern California] Conference was attended with some perplexity, first, because the brethren in that part of the State have long had an ambition to organize a separate Conference, which has been quietly stifled; second, because one of the leading men in that part of the State is an ultra-democrat, holding strongly to the doctrine of State's rights, and raising questions regarding anything which looks like a curtailing of State rights; third, our Union Conference President [A. T. Jones], though a man of sound..."
judgment and sterling worth, is younger in years and younger in experience than many of the laborers in the Conference. He is a modest man, and dislikes to assume those responsibilities which sometimes devolve upon a president, of showing the dangers of independent action.

"Early in the business councils a resolution was introduced, placing the medical work in Southern California wholly under the Conference Committee, the Conference to assume all financial responsibility. It seems to be the mind of Elder Healey and some others in the Southern part of the State, that the Conference should take complete control of everything within its territory, and to this end they are making hasty preparation for the organization of a school. It is to be called an industrial school, but it is to be started on the ordinary lines, with the hope that the way will open to make it an industrial school later on.

"Mother bore a clear testimony against this ultra-independent action, and as the result of her protests and the counsels of our brethren, it was agreed that the medical work in the Southern part of the State should remain under the guidance of the California Medical Missionary and Benevolent Association. The Union Conference Committee are doing all they can to provide good helpers for our brethren in the South, and I think that correct plans will be readily accepted, if the criticisms and the agitation of a few do not prevail. . . .

"This recent experience in the South has raised again in my mind the question as to whether all institutional work ought not to be done with the counsel of the Union Conference Committees. Years ago when the Mt. Vernon Sanitarium was started under the auspices of the Ohio Conference Committee, much confusion followed, and in one of Mother's Testimonies regarding Sanitarium work, she said that Sanitariums should be established only in harmony with the counsels of the General Conference Committee. Does not the principle which led to that statement indicate that Sanitariums and schools other than church-schools, and printing enterprises, and all similar institutional work, should be submitted to the Union Conference Committee for consideration, and that the experience of the Union Conference Committee should be brought to bear upon the plans of each of these new enterprises before they are started, and that their work should be guided all along by the counsel of the Union Conference Committee? It seems to me that this is right."--W. C. White to A. G. Daniells, Sept. 1, 1901, pp. 1-2. RG 9, AGD 3.

VARIATION IN REORGANIZATION SPECIFICS: "You may be interested to know that Mother attended the Los Angeles campmeeting, in which the churches of Southern California were organized into a separate Conference. They have about one thousand membership, a good corps of laborers, and a most promising field for work--especially a most encouraging field for medical missions.

"This new Conference is now passing through the experience which many of our older Conferences have had, of desiring to take control of all lines of work within its borders, such as medical missions, sanitariums, schools, the food business, etc.; and Mother has been writing many things to help them to see and understand their proper relation to the other Conferences in the District [Union], and to these enterprises in which they are so much interested. While at the campmeeting she counseled them that it was best that the sanitarium and health food work should remain under the
control of the California Medical Missionary Association. According to the
instruction given her, it is not for the best interests of educational.
medical, or publishing work to be all under the control of one committee
or board; neither is it best for each individual Conference to feel free
to establish schools, sanitariums, and publishing houses without counsel and
the cooperation of sister Conferences. Her advice is that our Union
Conferences shall be strengthened, and that each Conference in the Union
shall secure the counsel and cooperation of the sister Conferences in the
Union in the establishment and conducting of institutional work."--W. C.

W. C. WHITE AND REGIONAL GENERAL CONFERENCE COMMITTEE MEETINGS: "Elder [A. T.]
Jones has spoken to me about the plan to have a meeting of the General
Conference Committee in February, 1902. This meeting has been referred to also
by Brother Conradi and others who are far away. It has been my conviction
for some time that these meetings held in a central locality, calling
men from all parts of the field, are not the most economical and profitable.
If we call men from all parts of America and Europe, there will be more
questions brought into one council than can be given deliberate consideration,
and many questions will be settled by a vote, in which not more than twenty-
five percent of the voters are personally acquainted with the matter they
are voting on. I will suggest for your consideration a plan which is subject
to severe criticism, but which I believe will stand it all, and will be
found useful and satisfactory. This plan would be to have three or four
councils of the General Conference Committee, in as many parts of the
world. In our preparation to make these councils most profitable, we would
to a degree classify the questions and the business, and give the greatest
prominence in each council to those questions which most largely affected
the field in which the council is held and in which there is the greatest
amount of experience regarding the matters under consideration.

"To illustrate: We might arrange to have a meeting of the General Conference
Committee in San Francisco or Portland, in which we should give consideration,—
(1) to those questions regarding the general work which are urgent in their
character, and require immediate decision; (2) all questions pertaining
especially to the interests of the cause on the Pacific Coast; (3) all questions
pertaining especially to the mission fields which are connected commercially
or through our General Conference arrangements with the Pacific Coast; (4) such
questions of general policy and plans of working as the laborers on the Coast
are most backward and most need instruction. At this meeting we should expect
to be present the president, the secretaries and the treasurer or auditor of
the General Conference, also several members of the pastoral committee, as well
as all members residing on the Pacific Coast. If these were not sufficient
to make a quorum, you could bring some others from abroad—possibly the
presidents of Districts 4 and 5 [still using pre-1901 terminology].

"While this council of the General Conference Committee is in session, I
would suggest a council of the Pacific Union Conference Committee, and would
propose that most of the meetings be open and attended by the members of
both committees. I think this would be a valuable education both to the
members of the Union Conference Committee as regards the general work, and to
the members of the General Conference Committee as regards the work on the
Pacific Coast.
"The next council might be held in the Mississippi Valley, or at some point convenient for the Executive Committees of Districts 3, 4, and 5. The third council might be held on the Atlantic Coast, so far south as to accommodate the committeemen from District No. 2, as well as those from No. 1. A fourth might be held in Europe.

"If it is thought best for men from Europe to cross the Atlantic to attend a meeting of the General Conference Committee, it should be arranged for them to attend the meeting on the Atlantic Coast, and the business of that meeting should be so shaped as to be of the greatest profit to them.

"My observation of the time and money spent in calling men from all parts of the field to attend a general council in Battle Creek has not given me confidence in the plan. It is my conviction that the members of our Union Conference Committees greatly need the education to be obtained by such councils as I have mentioned, and with our present views regarding leadership, I do not think that our people will demand the old-fashioned meeting in which nothing can be done without a full attendance of all members of the Committee."--W. C. White to A. G. Daniells, Sept. 13, 1901, pp. 3-5. RG 9, AGD 3.

EUROPEAN GENERAL CONFERENCE: "I will say that during the past summer a European General Conference has been organized, with headquarters in London. This Conference takes charge of all the organized conferences in Great Britain and Europe. The General Conference does not take any financial or managing responsibility in that field."--A. G. Daniells to H. H. Fowler, Sept. 18, 1901. RG 11, Bk. 24, pp. 394-95.

DANIELLS OPPOSITION TO GC INVOLVEMENT IN LOCAL ISSUES: "We found that Elder Haskell was very anxious to have Greater New York cut off from the Atlantic [Union] Conference and placed in the hands of the General Conference or the Mission Board. On general principles I was opposed to this proposition. In the first place, I do not believe it is right for the General Conference to take these local details upon their hands. If we begin this sort of work we shall find many peculiar conditions that will call for this interference. and this will load us down so that we can not give our attention to the great broad questions affecting the work all over the world."--A. G. Daniells to W. C. White, Sept. 20, 1901. RG 11, Bk. 24, p. 403.

DISTRIBUTION OF RESPONSIBILITIES: "Brother Haskell had come to the conclusion that the best way to meet the present difficulty would be to cut Greater New York off from the Atlantic Conference, and make it General Conference mission territory. Although I was exceedingly anxious to see the work prosper in that great city, yet I could not see much light in Brother Haskell's proposal. In the first place, I do not believe it is right for the General Conference to take up these local burdens. In the reorganization of our work, we have succeeded in placing the details of the work in every Union Conference in the hands of the brethren who are located on the ground, and who know far better how to deal with the problems which confront them than the members of the General Conference do. Again, by this means we distribute the responsibilities and burdens, placing them upon many shoulders instead of upon the shoulders of a few."
"If we begin to make exceptions, and take cities and patches of territory that seem to have 'peculiar' circumstances surrounding them, there will be no end to the trouble we shall take upon ourselves. It will not be long until peculiar men, and peculiar territory here in the United States, will be absorbing the attention and the energies of the General Conference Committee to such an extent that we will be unable to deal with the world problems that ought to receive our attention."--A. G. Daniells to A. T. Jones, Sept. 23, 1901. RG 11, Bk. 24, pp. 425-26.

INFREQUENCY OF GCC MEETINGS IN 1901: "I have read with care all that you say with reference to the Spring council of the General Conference Committee. Before your letter came, I had had several interviews with the members of the General Conference Committee who are located in Battle Creek, with reference to having an important council of the committee this fall. There are many reasons why as many as possible ought to come together before the winter. After giving the matter careful consideration, the members of the committee who are here voted to call a council for October 23 to November 3. I will enclose a letter which I have addressed to the members of the General Conference Committee. If this meeting is held this fall, it does not appear to me that it will be necessary to hold a meeting of the Committee next spring. So much of our work is now transferred to Union Conferences,—and the most of these will hold their biennial sessions next spring,—that there will not be a demand, so far as I can see, for holding a meeting of the General Conference Committee."--Ibid., p. 431.

DISTRIBUTION OF INSTITUTIONAL ASSETS AND LIABILITIES DUE TO UNION ORGANIZATION: "One of the most important financial questions with which we should deal at the coming council [GCC meeting] is the distribution of the assets and liabilities of the General Conference Association among the union conferences to which they belong. There are many grave considerations involved in this question that should have the attention of the entire Committee, and that without delay. Why should the General Conference Association own the institutions located in the various union conferences? Why should not each union conference own and manage all the general denominational property within its boundaries? Again, why should the burden of the liabilities of this property be centered upon the General Conference, instead of being distributed among the union conferences where the property is located? Some of the union conferences own their institutions, and carry the liabilities connected therewith. Why should not all do the same?"--A. G. Daniells to Members of the General Conference Committee, Sept. 23, 1901. RG 11, Bk. 24, pp. 437-38.

W. C. WHITE AND UNION RESPONSIBILITIES: "We are glad that you have adjusted the burdens which our brethren in the East felt should be carried by the General Conference. I see very clearly that our Union Conferences must learn to carry heavy burdens in order to carry forward the work according to the plans recently adopted."--W. C. White to A. G. Daniells, Sept. 26, 1901, p. 8. RG 9, WCW 2.

SELFISH INTERESTS PUSH KELLOGG TOWARD INDEPENDENCE: "We greatly rejoice with you in the arrangements that you have recently made for the book business in the Lake Union Conference. I am very thankful to learn that the religious and health books are to be supplied to the tract societies from the Review and Herald. I sincerely hope that they will allow the health books to receive equal attention with the religious books, and that there may be no occasion
this time, as there always has been in the past, for Dr. Kellogg to be driven
to take up independent work again because of the selfishness of the publishers
of the religious books and of the influence being exerted among the agents to
treat the sale of health books as a secondary matter.

"There are few persons that know better than I do that for many years the
Doctor was willing and desirous that the health books should be handled as
you have now arranged; but he has seen them crowded out again and again, and
has felt forced to work independently. Time and again I have planned and
made propositions for a united work. Time and again I have helped to arrange
agreements between Dr. Kellogg and the Sanitarium on the one side, and the
Review and Herald on the other, for the Review and Herald to publish "Good
Health" and to handle the health works; and every time, as far as I can
remember, these arrangements have fallen to the ground principally because
Review and Herald did not fulfill their agreements."--Ibid., pp. 9-10.

"FULL AUTHORITY" TO UNIONS: "Recently the General Conference in the United
States has been divided into Union Conferences, and all matters pertaining
to the work in these Union Conferences should be dealt with by the Union
Conference Committee. The General Conference [world work] has grown so large
that it is impossible for the Committee to give attention to the many details
and perplexities arising in different parts of the world. For this reason
we have thought it best to organize large Union Conferences in all parts of
the world, so that they would have large committees, and full authority and
power to deal with all matters within their boundaries."--A. G. Daniells to
George LaMunyon, Oct. 7, 1901. RG 11, Bk. 25, p. 41.

IMPORTANCE OF ELLEN WHITE TO 1901 REORGANIZATION: "I realize a hundred times
better now than I did at the time of the General Conference. the meaning of
the message that came to us, declaring that we must revamp and reorganize
our work from the very foundation up. During the summer I have read your
stirring messages to us over a number of times. As I have come face to face
with the situation. I have been led to see the meaning of these more clearly
than I did when the message was given."--A. G. Daniells to E. G. White, Oct.
16. 1901. RG 11, Bk. 25, p. 97.

ROLE OF UNIONS: "There is far more to be done by these Union Conferences than
at first appears on the surface. Any one of them is as large now as the
General Conference was for many, many years, and the work now covers so many
lines, that a Union Conference organization means much. . . . The
headquarters of the Union Conference should be to all the States composing it,
what the heart is to every member of the body. Strong, life-giving pulsations
should go out from the heart to every part of the Conference."--A. G. Daniells
to G. G. Rupert, Dec. 9, 1901. RG 11, Bk. 25, pp. 381-82.

"DEMOLISHING CONFERENCE WALLS": "For years a class of men in this country have
stood between the people and their money here, and the perishing millions in
the dark regions beyond. They have felt perfectly free to control the flow
of funds, and to prevent the money from going beyond their Conference
boundaries. But some of us are striking the strongest blows we know how to
demolish these Conference walls, to break up this selfish control of money,
and to bring the people who earn the money in direct touch with the pressing
needs of the distant, neglected, needy fields. And the Lord is blessing this
kind of work."--A. G. Daniells to Miss Edith M. Graham, Dec. 20, 1901. RG 11, Bk. 25, p. 425.

DANIELLS OPENNESS WITH MEMBERSHIP: "Why should such Conferences as Iowa, with 3,000 Sabbath-keepers, and from $25,000 to $30,000 annual tithe, keep from fifty to seventy men in their little territory and spend all the money upon them? It is not right, and we can never consent to it. If they had twenty-five wide awake men on their pay-roll, that would be all they require in the State, and all they could operate well. And those men rightly directed, would do more to advance the cause than the seventy are doing who are now there. At the annual Conference last June the whole seventy men had but one single church to present for organization, and the membership of the Conference was only increased thirty. We were perfectly free to set these facts before them. Many were aroused. The people had grieved over the lack of energy and progress for a long time, and when they found an open avenue for expressing their feelings, they took advantage of it. This stirred the leaders, and they have since been doing a grand work toward helping needy fields. They are still at it, I am glad to say, and are setting a noble example to other Conferences. Some of those rich brethren came forward and gave from one hundred to three thousand dollars apiece for the work in foreign fields. Some of them who had been withholding their tithes because of their lack of confidence in the way the ministers were using it, have come forward to pay their back tithes to the Mission Board. If our leaders will only arouse, they will find that thousands and thousands of dollars are accessible for the proclamation of this message."--A. G. Daniells to G. A. Irwin, Dec. 20, 1901. RG 11, Bk. 25, pp. 437-38.

CONTINUING CENTRALIZATION IN BATTLE CREEK: [C. H. Jones, President and Manager of Pacific Press rejects call to head Review and Herald at Battle Creek] "I would rather go to almost any other place on earth than to Battle Creek. I am afraid that city is doomed so far as our work is concerned. "There are other things that Sr. White said [in personal conversation with Jones] in regard to the work in Battle Creek, which I do not feel free to mention, but I am really alarmed at the situation. There still seems to be a desire on the part of some at least, to centralize every thing at Battle Creek, and not only that but to run the entire denomination. I do not care to be brought under that influence."--C. H. Jones to A. G. Daniells, Jan. 17, 1902, p. 3. RG 9, AGD 5.

LOCALIZED MANAGEMENT AND EXTENSION OF MISSION SPIRIT: "What you write regarding the financial prosperity of your conference greatly cheers my heart. This result is just what we ought to expect from the course you have adopted. I am as sure as I can be that the greatest mistake our Conferences can make is to narrow their vision down to their own narrow Conference limits, and spend everything on their own territory. God tells us that the work at home will prosper just in proportion as we push forward in foreign lands. The experience of missionary operations during the last century testifies to this, and it is in harmony with every principle of the gospel of Christ. Our brethren in America have made a fearful mistake for several years in spending so much on themselves and so little on the great perishing world abroad. So far as I am acquainted with the facts, I can say that Wisconsin has taken the lead of all the States in the liberal attitude toward applying both workers and money for the field outside of their Conference; and so far
as I know, there is no conference in the United States prospering as is the Wisconsin Conference. This is not a mere happen-so, nor is it a planned coincidence: it is a result peculiar to the law of the gospel."--A. G. Daniells to R. T. Dowsett, Feb. 2, 1902. RG 11, Bk. 25, p. 693.

GC, UNION, AND LOCAL CONFERENCE AUTHORITY RESIDES WITH COMMITTEES: [A. G. Daniells, "Personal Responsibility in the Sale of 'Christ's Object Lessons' "] "In a certain sense the responsibility of selling 300,000 copies of 'Christ's Object Lessons' rests upon the General Conference Committee. Not that the members of the committee are to go out and sell this number personally. This they cannot do; but they are so to place this divine plan before Union and State Conference Committees, all the ministers, church officers, and the whole people that every one will be made to sense his personal obligations in this. It is God's work. The General Conference Committee have accepted the highest responsibilities of the denomination, to see that every feature of the Lord's work is carried out by those to whom the work pertains. In this sense they are responsible for the sale of 300,000 copies. If the committee fail through unbelief, indifference, or incapacity to carry this work through successfully, they fail to accomplish that for which they have been selected by the Lord and His people, and it would only be reasonable for them to step aside, and let the work fall into the hands of men who will see that it is carried through.

"Passing from the General Conference, the same principle is applicable to Union and State Conferences, ministers, and church officers. Each Union Conference Committee is responsible for the sale of a certain number of books per member for its entire membership. And the same is true of each State Conference Committee. Each committeeman can sell his quota, and perhaps a few more; but they cannot stop there: they must see that the Conference employees, the church officers, and the brethren and sisters do their part of the work. The minister can sell his quota, and many more; but his duty is not done with this: he must help every church officer within the sphere of his influence to realize that he has a work to do for the members of his flock. He must also help every church-member to sense the individual responsibility resting upon him, and must place this matter so clearly and wisely before all that they will be led to do what they see to be duty.

"To me it seems as clear as can be that when the Conference Committees, the ministers, and other Conference laborers, and the church officers sense the direct personal responsibility resting upon them in this matter, it will be very easy for them to induce the masses of our people to take hold of this work with a will; and when this is done, it will not be long until the 300,000 copies of the book will be sold, and the last debt removed from our schools."--RH, Feb. 11, 1902, p. 96.

PRINCIPLES, BUT NOT ALL SPECIFICS REGARDING ISSUES, GIVEN TO ELLEN WHITE: "I saw Mother this morning, and read to her your letter, and talked with her about the situation as far as I dared while she is so feeble. She talks freely about the general situation, but when it comes to pressing her to say just what we shall do, she says that that is not her part of the work; but that you must study and pray, and turn, and overturn, till the reforms are made."--W. C. White to A. G. Daniells, Feb. 9, 1902. RG 9. AGD 4.
CONTINUING IMPACT OF ELLEN WHITE COLLEGE LIBRARY TALK: "In Sister White's address to the General Conference Committee, the members of the Mission Board, and Presidents of State Conferences the day before the General Conference [1901] opened, she said that unless a decided change were made, we might as well not open the Conference, and return direct to our homes. She also made the following statement: Let the work be woven after the same pattern that it has in the past, and it will finally come to naught. None of us really realized the fog we were drifting into. God alone understood the situation, and He gave a trumpet call to reform, through His servant."--A. G. Daniells to W. M. Adams, Feb. 10, 1902. RG 11, Bk. 26, p. 100.

DANIELLS VERSUS INSTITUTIONALIZATION: "I have been much troubled for a long time regarding the management of our work. It is impossible for me to believe that it is just right for us to engage so extensively in institutional work and commercial enterprise. It seems to me that when we enter a country, the paramount question before us is to see that the gospel is preached, the people visited and warned, and saved from their sins. This means practical, earnest public and private labor. Of course, it will lead to the establishment of a school for the training and development of workers. Then it will lead to the establishment of treatment rooms to care for the sick. It will also lead to the establishment of a printing plant to provide literature. But I cannot help believing that these institutions should be altogether secondary; that they should come in response to strong demands from the field, and that they should be as inexpensive as possible, and thoroughly practical and useful. They should not be allowed to tower above the evangelical work. They should not be allowed to take the first place, tie up all the laborers and the money in order to operate them. . . . I believe we have made a big mistake in building such mammoth printing houses wherever we have gone. The Review and Herald is three times as large as is called for to print our denominational literature. The same is true of the Pacific Press, Echo and also of the Basle and Christiana houses. In order to keep these institutions going, we have to compass land and sea to secure commercial work. We are compelled to compete with large worldly publishing institutions, which forces us to keep such a mad pace that neither our managers nor employees have time to serve God. Then, we must continually keep up a wailing because our printing institutions are worldly and their hands uninterested in the Message."--A. G. Daniells to O. A. Olsen, Feb. 20, 1902. RG 11, Bk. 26, pp. 267-69.

COLLEGE LIBRARY ADDRESS: "I enclose to you a report of Sister White's instruction in the College library the day before the opening of the last General Conference. . . . I am sure you will be interested in the careful reading of this document. Please keep it for your own use. I am not authorized to say that you will be free to give copies of this document to others. I did not receive a copy until July, several months after the Conference had passed. Sister White would not allow this to be circulated during the Conference, for fear it would be used to injure those who had been holding office. We should not use it for any such purpose. I am reading it for my own personal instruction and guidance, but not to injure any of my brethren."--A. G. Daniells to R. A. Underwood, March 21, 1902. RG 11, Bk. 26, pp. 182-83.

LOCAL INTERESTS VERSUS MISSION SPIRIT: "While I find a great deal to do in the United States, I do not find my interest centering here. And I am
continually praying that the Lord will keep me from making the boundary of this country my horizon. This has been done altogether too much, and it is still the curse of our people in the United States. Our men have such short vision, and center their attention so largely upon the work about them, that they are blind and deaf, to a large extent, to the pressing needs of the great wide world abroad. We shall never give this message to the world with the rapidity and the power we should until our people lift up their eyes, and extend their vision over the great white harvest field.

"For a time I found myself being drawn into the American whirlpool. Every State I visited had its enterprises, and claimed my attention, interest, and support, and I began to see that I was shortening my vision, and taking upon my heart the interests of the work in this country just like the other people. But I did not go far in this direction. I endeavored to arouse from it, and since then the Lord has blessed me in my endeavors to look far away, and work in behalf of other lands. This is the burden that Brother Prescott, Brother Spicer, and I are endeavoring to carry, and to impart to all with whom we come in contact.

"I am glad to tell you that we are making headway. Oh, I can see such a change even in one short year. Had I the time, I could pile up evidence to show you how our Conferences are being molded. For instance, nearly every Conference I attended last year voted to send one or more of its workers to some mission field, paying their transportation expenses and supporting them for one year at least. Some of the Conferences have sent several workers on this plan. . . . Then again, a number of our Conferences are stopping their leaks, and cutting down their expenses with the view of turning their surplus into the Mission Board treasury. . . .

"I can not for the life of me understand why a State like Iowa, with two million people, and 3,000 Sabbath-keepers, should have fifty or sixty preachers, while New Zealand with nearly a million people, and less than a thousand Sabbath-keepers should have only three or four preachers. I can not understand why every little State in this country should have a full fledged Sanitarium, while the Colonies and England should have none. If our people should choose to do so, they could spend every dollar of their income right here at home, and then feel that they had not half facilities enough. But we are discouraging this whole thing, and the common people are easily influenced to stop this home expenditure, and send their means and their laborers abroad. It is to carry on this sort of work that I can consent to remain in this country for a time. I count myself only a recruiting officer, to work the best I know how to get men and money to send to the front. As soon as my work in this line is done, I shall probably have closed my work in this country, and will work my way to other lands."—A. G. Daniells to E. W. Farnsworth, March 26, 1902. RG 11, Bk. 26, pp. 416-17.

DANIELLS MISINTERPRETS ELLEN WHITE COUNCIL CONCERNING REBUILDING BATTLE CREEK SANITARIUM: "I see you are feeling intensely with reference to the decision to rebuild the Sanitarium in Battle Creek. It appears to me, Brother Howell, that you take an extreme view of the situation.

"I am somewhat familiar with the warnings that have come through the spirit of prophecy regarding affairs in Battle Creek; but as I understand the instruction given, it does not forbid the rebuilding of an institution that
has been destroyed. If the Tabernacle were to be burned, I do not think that Sister White for a moment would consider it a violation of the instruction given, to rebuild the Tabernacle. The same is true of the Sanitarium. Sister White has had plenty of time and full opportunity to express herself with reference to rebuilding the Sanitarium in Battle Creek, but no word has come from her forbidding this.

"I think that when you know all the facts and give them careful consideration, you will not see the wrong in this step that you indicate in your communication. I can assure you, Brother Howell, that not a single person who took part in the deliberations had any desire to transgress the light given through the spirit of prophecy. We used our best judgment, with the light and instruction before us, and that is all any one can do. I could no more stultify my own judgment than could you. If our judgments differ, then we must let time demonstrate which one is correct. We earnestly sought the Lord for guidance and for evidences. We saw very plainly what we felt was evidence in favor of rebuilding in Battle Creek, instead of moving the institution elsewhere. We have confidence in the final results of this step."—A. G. Daniells to Clifford G. Howell, March 27, 1902. RG 11, Bk. 26, pp. 432-33.

INSTITUTIONS TO BE OWNED BY THE PEOPLE—MISSION SPIRIT TO BE STIMULATED:

"Those who laid the stock basis for our printing houses, colleges, and sanitariums no doubt did the best they could; but I believe the principle is wrong, and that this cause has suffered more than any one can tell, as a result. . . . What a believer puts into the cause I believe should be given to God, and not placed in the cause in such a way that he can manipulate it according to his own will. Men backslide, and in that condition they view things under false colors. They get the lines crossed, and it is just then that they feel the most confidence to direct the affairs of the cause. I want to tell you, Brother Curtiss, that at this present hour some of our stock institutions are in a position where they could be utterly ruined by a few scheming men. I know what I am talking about. I wish that every publishing house, sanitarium, and school in this denomination belonged absolutely to the people, to be managed by all the people and not by a small company of stockholders. I believe that we ought to reorganize these stock companies so that they will be managed in this way and be safe from the schemes of men who have lost their bearings.

"I helped to found a school on the plan I am advocating. Not a single share of stock was ever issued. Our brethren donated thousands of dollars to the school; but they gave their money entirely to the cause. The institution belongs to the whole denomination. Every church-member has an equal claim upon it, and every one can cast one vote in behalf of its management. It works like a charm. I see no reason why all our institutions could not be placed upon the same basis.

"Then, again, I believe that every one of our institutions ought to be operated on a missionary policy for the cause. Every publishing house ought to be a missionary institution. I am quite aware that our publishing houses are supposed to be run by the denomination in the interests of the third angel's message, but I am not pleased with the way it is done. They are operated by stockholders and directors, and are managed with reference to the balance
sheets too much to give them the life and prosperity that the gospel interests ought to have.

"I want to ask you, Brother Curtiss, if you think that the missionary work done by either the Review and Herald or the Pacific Press is anything compared with what it ought to be from the vast amount of capital tied up in these institutions, the large number of hands employed, and the great amount of talent devoted to them. I have been making some inquiry in this direction, and I want to tell you that to me the results are fearfully disappointing. It is true that during the last year the Review and Herald has made some liberal donations to needy fields. It is also true that at different times the Pacific Press has donated some books to the mission fields. But I tell you, neither of these houses is doing anything like the missionary work it ought to do with what they have to do with. Year after year goes by with but small contributions to the real progress of this work. If the money tied up, and the talent employed, were all directed vigorously to progressive missionary operations, I believe we would see far more accomplished each year in the proclamation of this message. . . .

"I would not have you think, Brother Curtiss, that I am blind to what has been done by our institutions and conferences. But when we look at the great, broad world beyond, and see how many, many times all that we are doing annually must be swelled, it is plain that we must make this matter very prominent. Our conferences have done a little, but 0, it is little, so little, compared with what must be done. They have had their eyes centered upon the work in their narrow circles, to such an extent that they have not seen the fields abroad that are all white, ready to harvest. The time has come when we must all lift up our eyes and extend our vision. We must let the boundary of the world be our horizon."--A. G. Daniells to S. N. Curtiss, March 27, 1902. RG 11, Bk. 26, pp. 435-40.

DANIELLS AND INTERPRETING ELLEN WHITE ON MEMBER-DELEGATE IDEA: "I will say, however, that I do not think we need have any anxiety about the matter of delegates. I do not think Sister White is giving commands regarding that technical point. The course we have adopted looks right to us, and that is the thing for us to do until we are corrected. There is danger of our making an unwise use of expressions from Sister White or those who refer to what she has said. You remember her counsel to us in the Battle Creek College library. It was to the effect that we should go to the Lord and His Word more than we do, and not quote her so much. She wants [us] to go right on in the fear of God, doing that which we believe to be right. If the Lord sees we are wrong, and sends her a message to that effect, she will pass it on to us.

"The entire Southern Union Conference adopted the plan of representation that Ontario did. So far I have not heard an objection from any one regarding it. It seems to me that this way is right. How can we delegate our responsibilities to another? If we can not go to the meeting, the man who can go can no more than do his own duty. If we can attend the meeting, then we must do our duty just as though the other man were not there."

--A. G. Daniells to J. W. Collie, April 10, 1902. RG 11, Bk. 26, p. 485.

COOPERATIVE, NOT FRACTURED WORK: "The Topeka meeting has been, in some respects, the poorest of all the Union Conference meetings held, and in
other respects, the best. These Western fellows were like a lot of unbroken colts. They are a pretty stiff-headed lot, and do not know how to work together. They seem to have got hold of the idea that each fellow is to work for his constituency. But we labored hard to smash this thing all to pieces. We tried to show them the disinterested service our brethren on the Pacific Coast endeavored to render one another. We told them how our Lake Union Conference brethren worked for the good of all Conferences together, and the Lord helped us to change the attitude very materially."--A. G. Daniells to W. C. White, April 21, 1902, p. 2. AGD 1902 WE.

LOCAL MANAGEMENT RESPONSIBILITY: [Regarding Daniells proposal that Christiania Publishing House be transferred from GC to control from Europe] "I think that this is quite in harmony with our general plan of reorganization, and it is placing responsibility with those who are most intimately connected with the enterprise. Wherever our cause is strong enough to give intelligent supervision and wise management to the work, it is better for that work to be in the hands of the men who are nearest to it, and have the greatest interest in and love for it."--W. C. White to A. G. Daniells, May 30, 1902. RG 9, AGD 4.

ELLEN WHITE FEARS THAT DANIELLS IS MOVING TOWARD CENTRALIZATION [Southern Publishing Question]: "Many things are being presented to Mother which indicate that we are in great danger of making hasty decisions; decisions based upon our lack of confidence in God's power to strengthen men who are weak; to correct those that are erring, and to advance the work which He has pointed out for us to do. One morning not long ago Mother told me that in the night season she had been present at a Committee council in which radical, drastic measures were being discussed. A cloud enveloped the Committee so that she could not see the faces, but she heard distinctly the voice of one who has been travelling with you urging radical measures; measures which were not in the order of God. Mother thinks that this has been written out and is hunting for it. I have told her that I thought you ought to have the benefit of all the counsels and cautions that have been given to her, for I know that you want to do that which is right and that you are in a position of severe trial.

"I fear, Brother Daniells, that we are in the midst of a great conflict not so much with men as with principles."--W. C. White to A. G. Daniells, Nov. 3, 1902, pp. 2-3. RG 9, AGD 6.

ORGANIZATIONAL OBSERVATIONS OF AN SDA BUSINESSMAN: "You heard my views at Ames on the matter of the building of the papacy amongst us as a people in the ministerial or evangelical work. I want to go a step farther today and say that the papacy has been built for years in the medical missionary work and the only difference between the two is, that unfortunately for the papacy amongst the ministry during recent years, there was no man sufficiently strong to assume the dignity and importance of a pope, and therefore the papacy in the ministry became really helpless and pitiful in the extreme, but in the medical missionary work, one man was developed with all of the ability and disposition to fill the position of pope completely, and such is the condition that we find in the medical work today. The mistake in the former administration was not made in fighting the papacy that was existing in the medical missionary work, but was made in not only opposing men but the principles. The underlying principles of the health work are undoubtedly
God's principles the same as the other truths of the Third Angels Message, and must be distinguished from the men that are engaged in their advancement, and not opposed when it becomes necessary to oppose a leader that has gone wrong. . . . I have no doubt but what the Dr. [Kellogg] thought after his work was so strongly sustained at the last Gen. Conf. that he was to be in the future. the actual and real leader in the denomination, and I am glad that the Lord has given you the strength of purpose and character to see that he does not occupy this position in fact. . . .

Call for Openness to Church Members: "I think that today the only safe course for our leaders to pursue is to be strictly honest with the people, do nothing that cannot be fully explained and laid before the rank and file of our brethren, and if this policy is carried out. it will only be a short time until the common people of this denomination will again have confidence in their leaders, and then the Third Angels Message can go ahead as it should. Today, as the result of the dealings of many of our leaders with the people during the years that are past and gone, there is a thorough lack of confidence, but your course and the course of the committee this year, is building up the old time confidence and love that we once had for those that were leading out in the Third Angels Message. Pursue the same course that you have been pursuing and you will be rewarded with the devotion and support of the people as it has not been given to an administration amongst us for many years. . . .

GCC and Departmental Idea: "Taking up the section of your letter in which you refer to the dropping of the Missionary Board and merging its work into the hands of the Conf. Committee, I want to say that this is in full harmony with my own thought on this question and I want to go a step farther and say this, that I think that there should be only one organ amongst us as a people and that is the General Conference. I think the foreign mission work should be handled by the Gen. Conf. Com. I think the Med. Mis. work and medical work should be controlled by the Gen. Conf. Com. I think the Educational work should be controlled by the Gen. Conf. Com. and the publishing houses. Now, some will say right off, this is centering too much power in the hands of one set of men, but this is not so. In the first place, the only way to get rid of this conflict, this friction, and irritation that is constantly existing between different phases of the work can only be stopped by this merger scheme. This is not only necessary to save friction and irritation, but it is in line with the best possible organization of the day. . . . Now to answer argument against the centralization of power that some will make, I will say this, go ahead and break up this work into sections as you are doing, Union Conf., first, second the local Conf. and third the churches, and soon the burden and responsibility resting on the Gen. Conf. will be confined largely to the unorganized and unentered fields, and its relationship to the organized union conf., conferences and churches, will be to lay before them the great need of the fields that are not organized, in order that our people may respond with men and means for the carrying on of the work. In this way there will be no opportunity for the building up of an enormous power in the hands of the Gen. Conf., for as the unopened and new fields are organized and become self sustaining and self managing, the amount of territory to be governed by the operations of the general work will constantly grow smaller until the end comes and the Gospel of the Kingdom has been given to all the nations of the earth, and it is my honest opinion that until this organization is effected in this way, no actual
harmony will exist amongst us as a people in all lines of the Third Angels Message. I would like to have the opportunity of talking some of these matters over in detail with you. I know some of the critics of reorganization have claimed that the Union Conf. has added more machinery, but it has not. It is simply making the organization more effective, and I am not afraid of more machinery, providing the machinery is well oiled, well balanced and runs without friction.

"Please excuse this long letter, but I have felt like saying some of these things to you for sometime, and I believe that I can say that the common people are with you in this work of reorganization."--C. H. Parsons to A. G. Daniells, Jan. 6, 1903. RG 11, Incoming Letters, 1903-P.

KELLOGG AND HIS ADVISERS: "Yesterday I called on Dr. Riley who has the case of our little girl in hand; and, although there were many waiting to see him, he insisted upon talking with me for a half hour concerning his personal impressions of the late collision between Dr. Kellogg and the General Conference. I would like to write you the substance of what he said, but I think I would better not put it in black and white. Undoubtedly he understands the situation fairly well, and laughs a bit up his sleeve wondering how the thing will come out. Evidently, some of the doctors are not tools to the extent they are supposed to be; though it does seem evident that they haven't the courage of their convictions."--E. R. Palmer to A. G. Daniells, Jan. 8, 1903, pp. 3-4. RG 11, Incoming Letters, 1903-P.

OPPOSITION TO DANIELLS MEMBER-DELEGATE IDEA: "At various times I have felt somewhat anxious concerning the question of representation by delegates. At various times when you and others have mentioned and advocated the policy of considering all members present at any meeting as delegates for the transaction of business I have felt serious apprehensions concerning it, which I can hardly explain and which I will not try to defend logically. Like many of the splendid principles of Socialism, I believe it is better for the next world than for this. I have always been pleased when a meeting has been thrown open and all the people present have been asked to act freely as delegates; but if that plan were to be adopted as a policy and no delegates were to be appointed, it appears to me that the way would be fully open for scheming men from whose devices we are not wholly free, to 'pack' a conference and revolutionize the whole thing in harmony with personal aims and ambitions. I have been inclined to believe that this policy really started with Dr. Kellogg at the last General Conference, and that he had a very far reaching purpose in it; and that if such a policy were adopted he would use it successfully against the denomination; for he will resort to methods which the officers of the denomination cannot adopt. Wherever this question has been discussed in the various union conferences there has been considerable difference of opinion; and I believe it will be for the best if this policy is not adopted at present. I have written this suggestion to you for I think I have never expressed an opinion upon it when we have been together, and I would hardly feel clear, in view of my impressions and convictions if I should say nothing."--E. R. Palmer to A. G. Daniells, Jan. 21, 1903, pp. 4-5. RG 11, Incoming Letters, 1903-P.

FORBODINGS CONCERNING 1903 GC SESSION: "Every day brings some new development with reference to the medical work in its relation to the evangelical work. Brother Lane had a long interview with Dr. Kellogg last Sabbath, and from
his report of the conversation, we understand clearly that every possible effort will be made to overthrow the present administration at the next General Conference, and he thinks there will be a combining of all other interests to make Brother A. T. Jones the President of the General Conference. Of course we have expected just this sort of effort from the first, and so I am not surprised at it."--W. W. Prescott to A. G. Daniells, Jan. 26, 1903, p. 2. RG 11, Incoming Letters, 1903-P.

LAYMAN CALLS FOR INSTITUTIONAL REORGANIZATION: "Over 20 years of active business experience, most of which has been spent in the handling of Boards and Committees, makes it first nature for me to anticipate difficulties that are coming between people when I see certain things existing. . . ."

"Another vital point at issue in our ranks today is institutional reorganization. Our publishing houses, schools and sanitariums must be organized and reorganized on some plan whereby the people have control of them, and they are responsible to our people. If this cannot be done, it is time that we were going out of the entire institutional business, but I think this is possible. . . . One thing that our leaders in the past have never realized, and that is, that our brethren are both honest and intelligent and they are very quick to discern the right in the matter. I have watched for a whole year at a time, very much amused to see the planning going on to accomplish certain results in our conf. and then I could go in and with a plain, fair statement of facts overthrow in 20 min. all that men had been planning to accomplish for the past year. . . ."

"I firmly believe that the dissention and discord will never leave us as a people until we have accomplished the Gen. Conf. Reorganization started two years ago, and coupled with it, a thorough institutional revolution. It is plain to the mind of any thinking man that 90% of our trouble today comes from institutionalism."--C. H. Parsons to A. G. Daniells, Feb. 15, 1903. RG 11, Incoming Letters, 1903-P.

DANIELLS STATEMENT OF 1901 REFORM PRINCIPLES MADE ON EVE OF CRISIS WITH KELLOGG: "It is well known that a trumpet call was given to this denomination at the General Conference of 1901 to reform. We were counseled to begin at the foundation and build anew on different principles. This work of reform was taken hold of promptly at the conference, and has been carried forward as vigorously and conscientiously as some, at least, have known how ever since. No one will presume to say that the work done has been perfect, for nothing that is human is perfect. But I do believe that many of our brethren to whom this work was committed have been true to the light that has been given them. God has truly blessed the efforts that have been made to distribute responsibilities, and thus transfer the care, responsibility, and power that formerly centered in Battle Creek to many different centers where they belong. The details of conference management have been placed in the hands of men who are on the ground where the details are to be worked out. As a result, scores of men are now getting the experience of burden-bearing that was previously confined to a few.

"Everywhere throughout the field, both in America and Europe, our people have responded most heartily to this move, and the results have been greater than any of us foresaw when we began the work."
"Harmonious cooperation between the ministers and medical workers was one feature of the reform we were called upon to make. For a time we appeared to be making good headway along this line. Generally speaking, I think the ministers and conferences took hold with a determination to establish full harmony and cooperation. I do not know how we could ever get a body of men composed of ministers and doctors to line up in better shape than was done immediately after the last General Conference session. But this seems to have all been lost, and we appear to be in as severe a crisis as we have ever been."--A. G.Daniells Statement, March 3, 1903. RG 11, Bk. 30, p. 476.

C. H. PARSONS AND RESPONSIBILITIES OF S.D.A. MEMBERSHIP: "I am glad to notice the change that is taking place in the organization of the medical work in the Pacific Union Conference. To my mind, however, they are making one fatal mistake, and that is that they limit apparently in their articles of recommendation their constituency to such church members as are in harmony with these medical principles. This is a pretty theory, but I cannot see who is going to determine who is in harmony. This gives the opportunity for the exercise of the papacy in the hands of some one in determining just what a man does believe. No correct adjustment of this thing can ever take place that limits the constituency to any special kind of S.D.A. church members. If a man or woman is a S.D.A. the supposition is that they are in harmony with all branches of the Third Angels Message and should be permitted to take part both in the financial support and personal support of all phases of this work. I am really surprised to see this thing go through in this way with Eld. Jones present, for I remember the hard fight he had at the Minn. Conf. to prevent that conf. defining and determining articles of faith and belief by resolutions, and the same principle is involved in this limitation that has been placed on the work in the Pacific Union Conf., otherwise. I think these brethren are following correct principles and have taken a step in the right direction, but this clause that is held in, would still if worked to a finish, practically give the control into the hands of certain individuals. Of course I do not think it will ever come to that, but I do think the limitation is bad."--C. H. Parsons to A. G. Daniells, March 4, 1903, pp. 3-4. RG 11, Incoming Letters, 1903-P.

ELLEN WHITE TESTIMONIES TO 1903 GC SESSION DELEGATES: "Mother has committed to me the task of searching through her Testimonies and finding those things written to our institutions and to the General Conference and to the people in Battle Creek, warning them against the calamities that would follow their continuance in a self-righteous, headstrong course of action."

"We find so much written upon this subject that it is very difficult to decide what to keep for the general Conference Committee, and what to have printed for our Conference delegates and leaders generally. During the last four days we have sent to Pacific Press about sixty pages of matter to be set and published in time, if possible, that the delegates may have it to study as they cross the plains to the Conference."--W. C. White to H. E. Osborne, March 5, 1903, p. 1. RG 11, Incoming Letters, 1903-W,Fld. 1.

SEPARATE BRANCHES OR UNIFIED WORK--CONFRONTATION AT 1903 GC SESSION: "We are slowly, but surely entering upon the crisis. Dr. Kellogg has gathered a large representation of medical folks from all parts of the country. . . . It is very plain that everything in the power of the medical leaders is being
done that can be done to tie the workers to the [medical] movement. Our hearts are all made exceedingly glad by the arrival of the documents your mother has sent. They bring relief to the situation. . . .

"This morning Dr. Kellogg brought the entire medical delegation down from the Sanitarium to attend a meeting of the Review & Herald Association, and to hear him cover the General Conference Committee with smut and mud. It was a most pitiful exhibition. When he had packed the house with these young people, many of whom are as innocent as babes of the grave situation we are in, he got up and did all in his power to make the General Conference Committee appear contemptible, and despised in the minds of these medical folks. All the medical students have been gathered from Chicago, to have these things poured into their ears, just as was done at our council last fall. And he is taking the aggressive. We were considering the resolutions introduced for removing the Review & Herald when he came in with these medical delegates. Brother Butler's heart burned, and when the opportunity came, he made a powerful speech against such unreasonable and unchristian proceedings. Of course, he could talk as none of the rest of us could. He pointed out the perils that surround us at this time. . . . The crisis is here."--A. G. Daniells to W. C. White, April 24, 1903.
AGD 1903 WE.

ELLEN WHITE'S CONTINUING FEARS OF CENTRALIZATION AND COMMERCIALIZATION:
"Several times during the last two weeks Mother has expressed an earnest desire that our brethren should give consideration to the matter of having Review and Herald published for a few years from the city of Washington. She feels that as a people we have greatly neglected a work to be done with the leading men of the nation who gather at Washington, which it is difficult to do any place else. She feels that as a people we have a duty to present the truth in the nation's capital as a witness, with the expectation that when laws are finally passed to oppress us that we could then move our work elsewhere. . . .

"Mother says she is not prepared at present to make any recommendation regarding the dividing of our general publishing and the printing of the Review. She thinks that we will naturally wish to keep these together. But she thinks we must take great care not to endeavor to centralize all of our work in one place. I told her we had sometimes thought of having the German and Scandinavian publishing done at the College View Office; the educational printing at Berrien Springs; the Good Health work at Battle Creek; the Sabbath School work at South Lancaster. To this Mother said that she was not prepared to advise as to just how and where the work should be done, but that the plan of distributing the work in several places was the right plan and we must watch carefully not to repeat the error of centralizing as at Battle Creek. . . .

"During the last week many things have been presented to Mother regarding our danger as a people of entering largely into commercial enterprises and losing the spirit of the message. She fears that what she has written about food stores, restaurants, treatment rooms, will not be understood in the light in which it was written. She feels that our people do not yet understand their responsibility in all parts of the world, in all Conferences, to make it their life-work to prepare for the Lord's coming and to enter into these [other] enterprises as secondary to that great work: as auxiliaries, as a
means of support and of education and of training, while always and continually the chief object of life is kept in mind. That object is the preparation of the world to meet the Lord, and the chief means, the preaching of the present truth. Mother has expressed many fears that an effort will be made to set on foot some great movement emanating from Battle Creek, dominated and directed by men living in Battle Creek, for the establishment of food stores and restaurants; and she fears that this will become a commercial enterprise, and that more souls will be lost through the influence of commercialism than will be gained through the feeble missionary efforts that will be connected with this enterprise.

"Mother pleads that our brethren in different parts of the United States shall organize for medical missionary work and that the work in our Union Conferences may be directed by the men in the field whose chief interests are the promulgation of the gospel and that this and every enterprise which has a commercial phase to it shall be operated as a missionary enterprise, from missionary motives, by men well trained in present truth who engage in the business as a means of support that they may do missionary work and as a means of gaining access to the people in whose behalf the missionary effort is bestowed.

"I sincerely hope that you and your fellow-laborers on the General Conference Committee will give this matter careful consideration, and instead of giving this work a cold shoulder and leaving the medical men who have not yet recovered from the influences of centralization to mold it, that you will take hold with all your energy, zeal, and enthusiasm after the plan and pattern which it should present that it may be a blessing to the world and an honor to our God."—W. C. White to A. G. Daniells, May 7, 1903, pp. 3-6. RG 11, Incoming Letters, 1903-W, fld. 2.

DANIELLS REACTS TO ELLEN WHITE'S ADMONITIONS ON COMMERCIALIZATION OF ADVENTISM: "In your letter of May 7 you call my attention to a problem to which I have given a great deal of anxious thought since coming from Australia to the United States. What you say about it greatly stirs my heart. I could scarcely restrain tears while reading your statements the first time. I have read them with studied care several times to be sure that I understood you. I will here quote the portion of your letter to which I refer. . . . [Quotes extensively. See section headed "Ellen White's Continuing Fears of Centralization and Commercialization."]

"The vital point in your statement, as I understand it, is this: The great object for which Seventh-day Adventists have been raised up is to prepare the world for the Coming Christ; the chief means for doing this work is the preaching of the present truth, or the third angel's message of Rev. 14:6-12; there is great danger that we shall be turned away from the chief means by which our work is to be done to lines of work and methods of working that can not of themselves accomplish the great object for which God has brought us into existence.

"This Brother White, is a grave problem. It is not a theory. It is a condition which we now face. It has given me serious, anxious thought during the last two years. You may remember the warning note I raised at the Pacific Union Conference held at Portland in February, 1902. I do not want to be a pessimist. I am not by nature. But it is impossible for
me to shut my eyes to facts and conditions that are just as plain as day light. . . .

"The clear, clean-cut, distinctive and peculiar doctrines of the message are to a large measure dropped. Much of our preaching differs but little from the other churches. Our people hear more about the fine points of educational reform, medical and philanthropic work, the gospel of health, etc. etc., than they do about the third angel's message.

"Now you know that I am not opposed to any of these special lines of reform. All are parts of the one great message, and must receive their share of attention. But I tell you the truth when I declare that these features are fast becoming the whole thing. They are being pushed in a way that eliminates, or obliterates, or drops out, the central, chief, great point of the message.

"Take for instance the medical work. Its journals are devoted entirely and exclusively to that phase. The message of which it is but a part, a feature, an arm, is scarcely recognized. The most of the public addresses at our camp-meetings, in our schools and churches are in praise of this feature. The physicians, nurses, students and helpers hear little else from one year's end to another. Is it any wonder that they forget the message, and that many give up the truth? I tell you nothing will keep the rank and file of our people with this message but the message itself. To my mind the continual praise and uplifting of medical and rational remedies, anatomy, physiology and hygiene, and the establishment and operation of health food factories and restaurants commercializes the third angel's message. It popularizes that phase, and infatuates our young people with it, so that the peculiar, unpopular features lose their meaning and beauty.

"I consider our present situation tremendously serious. The flower and culture of this denomination is being swung almost entirely into the various lines of the medical branch. Scarcely any young men of education are entering our ministry. Few young women are taking up Bible work. And it is almost impossible to get bright, educated young people to enter the canvassing work.

"And I want to know how the conferences can help it. The medical department can present that work in glowing terms and can offer inducements that no conference can possibly offer. Young people can become professional nurses in two and three years. While taking the course they can get board, lodging, and part, at least, of their clothes. When finished they can earn from ten to twenty dollars per week. They they are sure of steady employment. As a rule they can associate with the rich and influential. Even greater things are held out to those who can complete the medical course.

"What can a conference hold out to young men and women for the ministry, Bible work, and canvassing, compared to what they see in the medical lines? To enter these other lines means to choose the road of unpopularity, self-denial, and apparent uncertainty so far as support is concerned. In the early days when this way was made prominent, the sturdy young people of the denomination chose it. They would do so now if a strong united effort was made to show them the excellence of that way. This ought to be done. But how shall it be done, and who will unite to do it.
"Brother White, if this denomination rushes on in the direction it has gone during the last ten years for ten years more, we shall be wrecked. We shall have no ministry and we shall have no third angel's message. Point to the ministers of breadth and power who have entered the ministry during the last ten years. Count them up. My acquaintance with the whole ministry enables me to say that the young ministers are a third rate lot. With our ministry gone to seed, our message dropped, and secondary features popularized and pushed by the pick of our young people, where shall we land?

"I am with you with all my heart and soul to call this denomination back to the original message and purpose; to emphasize the value and true sacredness and dignity of the ministry, Bible work and canvassing; to so shape and operate all phases of the medical work so that they will be truly missionary parts of the one great message due the world to prepare it to meet God.

"My heart burns. My soul is stirred to its depths. Some nights I lie awake in agony of mind over our situation. At times I am almost overwhelmed with discouragement. Then I gather courage and dedicate my whole being to the Lord to take hold of this work to call this people back onto the main line.

"Since the last General Conference my spirit has been broken, and my heart filled with heaviness. The world, position, honor,—even the good will of my friends, have lost their charms for me. I have one all-consuming desire, and that is to see this message and this people restored. . . .

"Brother White, a few of us must bond together. If your mother will sound a ringing note on the reform of which your letter deals, I will take it up. It is a fact that the very lines of work which you mention are made so commercial that more souls are being lost than are being brought to the truth. The cause of God is being filled with buyers and sellers as such, and so God's house is being made a house of commerce."—A. G. Daniells to W. C. White, May 17, 1903. AGD 1903 WE.

"COMMERCIALISM AND INSTITUTIONALISM": "Little by little mechanical and commercial enterprises have crept into the denomination, until the lowing of the cattle and the clinking of the currency of the money-changers can be heard in nearly every department of our work; and the strongest, brightest, and best of our young people are being drafted into every line of commercial work instead of being called to preach the gospel. What can we do, Brother McReynolds, to lift up the standard of the ministry, and call our young people to it? We know how you feel concerning this matter, and our prayers shall be united with yours, and we will join you in every effort to strengthen the ministry, and strengthen the numbers of those who shall go out to the people and come into direct contact with their needs. Formalism, institutionalism, and commercialism are not the means by which the third angel's message can be carried with power."—E. R. Palmer to Chester McReynolds, May 20, 1903. RG 11, Incoming Letters, 1903-P.

MOVEMENT TOWARD INDEPENDENCE OF MEDICAL WORK: "There is a set and determined effort to make the medical work an independent movement. Since coming here [Pendleton, Oregon] I have read a letter which Dr. Kellogg wrote to Dr. Dunlap just after the Medical Missionary meeting in Battle Creek. In it he stated that the medical work had gained greatly by their meeting; that it was being distinctly recognized as a coordinate department of the work, etc., etc. He
said that peace had been established by some mutual concessions but that none of
the ground for which they had stood had been abandoned, etc., etc. There was
no ugly spirit in the letter, but it simply emphasized what we have known all
the time, that the same issues are still unsettled, and that we have the
same situation to meet as before. Sister White has written so much about
Sanitariums, food business, restaurants, etc., that it is easy for them to
use it to back up any course which they may see fit to pursue in doing this
work. It will certainly require something from her now to correct the
wrong use of her writings."--W. W. Prescott to A. G. Daniells, May 22, 1903.
RG 11, Incoming Letters, 1903-P.

W. C. WHITE SUGGESTION OF SEVERAL GC CENTERS: "I sincerely wish that it might
be arranged for the Sabbath-school department of the General Conference to have
its headquarters near Boston where it could utilize the printing plant of the
South Lancaster Academy for the issuing of its periodicals and lesson
pamphlets. The presence of such a department in the Academy would be a
great blessing to that school. Why should we try to hold all of our work
together and establish a great center at great expense, when the same
expense would establish two or three centers, and thus increase our influence?
Please think of this, Brother Hoopes. and as far as your judgment approves,
favor the idea of giving each one of our college printing plants a definite
line of work which will save them from entering into competition over our
general book business."--W. C. White to L. A. Hoopes, June 8, 1903. RG 11,

ELLEN WHITE AND "REGULAR CHANNELS": "You will be interested to know why Mother
decided to give publishers' rights for this [new] book ["Education"] for the
Lake Union Conference, the Northwestern Union Conference, and the North half
of the Central Union Conference, to the Advocate Office at Berrien Springs.

"Mother's mind was prepared to do business outside of the regular channels
by a long series of experiences in which the instruction was repeatedly
given her that there had been growing up at Battle Creek a controlling power
which was not for the best interest of our cause and work. . . .

[Past experience led] "me to feel that I had a responsibility to use all the
influence I have to labor for the establishment of other centers of influence
and to counteract the centralizing, dictatorial power which has prevailed so
long at Battle Creek. Perhaps this is sufficient to explain why that I do
not feel as some do the necessity of holding together as much as possible
of our book work under the control of 'Review and Herald.' . . .

"We worked out our plans with the managers of Pacific Press and the managers
of the Advocate office [concerning the book "Education"], Mother does not
enter into all the details of these plans, but she has considered repeatedly the
questions as to the influence which this move would have (a) Upon the 'Review
and Herald'; (b) Upon the Advocate Publishing Company; (c) Upon the
educational movement among our people; (d) Upon the sale of the book; (e) Upon
the canvassing force and the general canvassing work. Each time after a
careful review of these matters, Mother has instructed me to go forward with
the arrangements. . . .

"From [your] letters, I conclude that the managers of 'Review and Herald' are
grieved that the managers of Pacific Press have entered upon the publication of
this book upon a plan which gives to the Advocate Company control of a large
territory heretofore controlled by 'Review and Herald.'

"It is only right and just to the managers of Pacific Press for me to say
that they were slow to consent to these arrangements; it is also right for
me to call attention to the fact that they are publishers only in name, that
Mother is the publisher in fact, and that she is responsible for this
arrangement. It is also right for me to again call attention to the fact
that as soon as 'Review and Herald' begins operation in the East, it will
have control of territory embracing one-third of the population of the
United States.

"The next point which I notice in your correspondence with Pacific Press is
the fact that you do not expect to break up this arrangement, but that by
your protests and appeals to State Tract Societies to stand by you, we may
expect that the sale of the book upon the plans which have been mentioned
above, will be seriously hindered. . . .

"I do not see that our people must come to the conclusion that if we
recognize the publishing offices connected with our colleges, that we must
necessarily recognize private parties as publishers. By the proper recognition
of such offices as the Southern Publishing Company which has been built up in
an honest effort to follow the instruction given by the Lord and Master of
our work, and the Advocate Company which is built up in harmony with the
instruction given that there should be printing offices in connection with
our colleges, these offices could be made to occupy a proper place in the
eyes of our people, and there would be just as much distinction between them
and the work of a private individual as between 'Review and Herald' and a
private individual. . . .

"If you find in the plan of work outlined in the foregoing pages anything
which indicates a desire or a willingness 'that the Review, in this time
of its great affliction, on account of its great loss by fire, will be
entirely crushed to death by injustice and unprincipled procedures,' please
point it out to me, clearly, for I love the 'Review and Herald' and the men
connected with it, and I expect to do business with it until the Lord comes;
and as regards the plans under consideration, I am much more responsible for
them than the manager of Pacific Press. . . .

"It is [Mother's] intention not to be bound by the traditions and precedents
of the past, and we sincerely hope that our brethren will recognize that
she is in earnest in her effort to conduct this work as the Lord has
directed her, and that they will not feel it their duty to place themselves
in opposition to her books or to the printing houses which may issue them
under her direction, if she departs from the regular lines."--W. C. White to
Board of Trustees of Review and Herald, June 19, 1903, pp. 5-6, 7, 10, 11.

POSSIBILITY OF TWO LOCATIONS FOR GC[?]: "Mother said to me. 'Both are
providential openings [purchasing prospects in Fishkill, New York, and
Takoma Park, Md.]; I shall write to them to secure the Fishkill place
at once; also to secure a place in Washington. Last night or the night
before I was in a council meeting with our brethren and they were discussing
the advantages of two places; and I said to them, Secure both places. Our
work may be divided and we shall need them both.'"—W. C. White to A. G. Daniells, June 26, 1903. RG 11, Incoming Letters. 1903-W, fld. 2.

MORE THAN ONE CENTER OF INFLUENCE: "In conversation with Mother I have received the following advice:

"1. Arrange as quickly as possible for the General Conference headquarters to be located in Washington, D.C. . . .

"11. Plan to maintain several centers of influence. Do not gather the responsibilities of the General Conference, Atlantic Union Conference, and Greater New York Conference to one place.

"12. Do not permit the executive responsibilities of the General Conference, the G.C.A. [General Conference Association] and the Publishing work to rest upon one set of men.

"13. As far as possible, let the General Conference and its Executive Committee maintain the same relation to our several printing houses that it does to our several schools.

"14. Avoid General Conference control of institutions, as far as possible. . . .


MONOLITHIC MEDICAL ORGANIZATION VERSUS DEPARTMENTAL IDEA: "I am sending you a copy of a letter I have received from Elder Moon yesterday; also articles of membership of the Iowa medical association. When I read this to Brethren W. C. White, W. W. Prescott, and W. A. Spicer yesterday, Brother White suggested that I send a copy to you for your examination. He further suggested that I point out what seem to me to be dangers in the way Dr. Kellogg is endeavoring to tie up these state Medical Associations. . . .

"From the articles relating to membership, you will see that it is made up of four classes:--

"First, permanent members who hold their membership during life, or as long as they comply with the conditions of membership.

"Second, ex-officio members. These are members of the State Conference Committee, ordained ministers of the Conference, and the superintendents and business managers of the medical and medical missionary institutions of the State. These are members by virtue of the office they hold, either in the Conference or in the medical institutions.

"Third, delegate members. These delegate members are to be elected by the persons engaged in medical missionary work in the institutions, or under the direction of the institutions, in the State. Furthermore, these delegate members are equal in number to all the ex-officio members, or all that are represented in the State Conference committee, ordained ministers,
"Well, I will leave this matter with you. Brother White will soon be returning to the Coast. and will no doubt counsel with you about it. I am so sick and tired of this perpetual strife that I would be glad never to be brought into it, nor to have this warfare over it again, but it is a live thing. I must face it, or close my eyes to it, and allow the vile thing to spread. This I dare not do, for this is not the course for a true watchman to take."--A. G. Daniells to E. G. White. July 30, 1903. AGD 1903 WE.

"LIVING TEMPLE" CONTROVERSY: "I received a letter from Dr. Paulson... in which he highly recommended 'Living Temple.' I wrote him a short reply, stating that I did not believe some things in 'Living Temple.' I just received a reply from Dr. P. His letter was typewritten, and contained nine pages. He makes the statement that he is 'prepared to back up every essential principle in the Living Temple by expressions from the Testimonies stating the same truth.' It seems to me Dr. P. must misinterpret the Testimonies as Dr. K. does the scriptures. Dr. P. also says, 'It is because I want to get back to preach the definite truths that called this people into existence. that I am anxious to see Living Temple circulated largely, for it leads us back to the landmarks.'"--E. J. Dryer to A. G. Daniells, Aug. 25, 1903. Filed with AGD 1903 WE.

A NEW "JERUSALEM" CENTER?: "Instead of realizing and acknowledging the evil of the theory and practice of making Battle Creek the 'center' because the whole system of centralization is evil, there seems to be the tendency, at least, and the impression is certainly conveyed, that Battle Creek is simply not a fit place for the center, and that we are now moving to the proper place because Battle Creek, as such, was a failure.

"The Lord wants no 'Jerusalem' on this earth until the 'New Jerusalem' becomes its capital. He designs no center, no head to which His people shall look for wisdom, strength, and direction, but to that one glorious dwelling place, THE LORD OUR RIGHTEOUSNESS... I am thankful that [Battle Creek] is no longer to be considered the 'Jerusalem' that it has been. If Washington is to be so regarded, the fact is the more deplorable after the experience at Battle Creek."--E. W. Whitney to A. G. Daniells and W. W. Prescott, Sept. 15, 1903. RG 11, Incoming Letters, 1903-W, fld. 2.

BRANCHES OF GENERAL CONFERENCE IN VARIOUS LOCATIONS[?]: "It seemed to us all [editorial council] that it would be greatly to the advantage of the German and Scandinavian work in America if College View could be accepted as the natural center for the development of this work: a place where representative men of other foreign nationalities, could meet once a year for counsel regarding the best methods for developing and advancing the work among all foreign people in America. This, you see, would provide in an indirect way, a sort of foreign department of the General Conference, and because this council could give itself exclusively to problems regarding the work among foreigners, it ought to be of great service to the General Conference Committee."--W. C. White to A. G. Daniells, Sept. 21, 1903. RG 11, Incoming Letters, 1903-W, fld. 1.

REGIONAL MEETINGS OF GENERAL CONFERENCE COMMITTEE: "The interests of our general work demand that there shall be councils of the General Conference Committee in the South and in the West. There is no other way for the interests of the cause in this locality to secure the attention which they must have;
superintendents and business managers of the medical institutions; in addition to these, five delegate members shall be recognized from the medical workers occupying positions in Battle Creek.

"Four, associate members. These are all persons who are in harmony with the work of the Association, and who shall subscribe to the objects and provisions of the Association. But these associate members are not permitted to vote, nor to take part in the prosecution of business.

"Now, the danger we see in this sort of arrangement is this: it gives those directly connected with the medical work an absolute power over all that pertains to that work. This is not right. For instance, the Conference might go to work and raise $20,000 for a sanitarium. This money is raised by the Conference Committee and the brethren and sisters throughout the State. It is put into the sanitarium, and it immediately assumes the direction and control of the place and the people of the Association. It is true that the members of the State Conference Committee and the ordained ministers are to be recognized as members of the association with power to vote, but the articles of membership make provision for a far larger number of members from the medical institutions than from the Conference. Then these articles provide that five members shall be recognized from the Battle Creek Association. This gives such a majority of medical representatives that it would be utterly impossible for the Conference, as such, of the people to direct the work. If a serious issue should arise, a strong leader from the medical lines could exercise such a power that the medical voters could carry every point in any controversy.

"This sort of an arrangement has just been made in Iowa. I do not believe that it was the wish of the leading men in Iowa, but Dr. Kellogg was present, and this point was carried through. It is the same old scheme of tying up our medical affairs to one controlling power. I believe it is wrong from beginning to end. The light and the truth as represented in the principles of health reform and the rational treatment of disease, are a part of the third angel's message. These principles were not discovered by the leaders in the medical work. They were revealed to God's humble servants who first found the light of the third angel's message, and who have worked for the whole message from the beginning to the present time.

"The building up of this middle wall of partition, which separates the medical work from the message so distinctly, causes confusion and strife and in the end will bring about separation. I am as sure of this as I am of anything. I have recently looked over many of the communications you have sent, and I note that all this is contrary to the light the Lord has given you.

"But now, what are we to do? It seems to me that we shold meet this in every State, and take our stand against the organization of the work on this basis. I believe that our people generally, those in other work, should be kept as a united whole, and there is a way to organize it that will draw all of our ministers and church members into the work of pressing together for the support of the institutions they thus build up, and this will place upon their shoulders the responsibilities of management. They can elect a Board of managers and select for such a Board the best officers, honest and experienced workers, that can be found in the conference. The way is very simple if one cares to follow it.
therefore I think it will be in every way to the advantage of our work to plan for a large attendance from the Executive Committee of the Atlantic Union Conference, and liberal attendance from the Lake and Southern Union Conferences which are near at hand, and one or two representatives from the Union Conferences in the Mississippi Valley and the Pacific Coast.

"If you do not exhaust the time and means of our people by a great gathering at Washington, you can hold a little later in the season, a council of the General Conference Committee somewhere in the South. I wish it might be in New Orleans and be the occasion of the calling together of a large number of leading men from the South and South West to unite with General Conference men in studying the problems of these two Unions. Then secure a liberal attendance from the Lake and Central Unions and representatives only from Atlantic, Pacific, and Northern. This meeting in New Orleans could very well be held in the middle of the winter which is an unfavorable time for a general meeting in the North. At this meeting you might have delegates from the West Indies and from Central America, and make it a missionary council as well.


GC TO AVOID OVERSHADOWING UNIONS: "We must be careful not to overshadow our Union Conferences by a large general gathering in Washington. We must be careful not to take the work of the Union Conferences out of their hands and treat it in this General Conference council. We must do everything in our power to emphasize the importance of these Union Conferences, and to help their officers to feel the responsibility of their work."---Ibid., p. 3.

GC TO AVOID INSTITUTIONAL WORK: "We must avoid permitting the General Conference Committee being drawn into institutional work. We must hold the General Conference Committee in such a position that it can maintain the same relation to our work in all parts of the world. It seems to me that the Atlantic Union Conference ought to organize an association or a department and put competent men at the head of it, and then arrange for local organizations to be properly related to it. . . . Let us plan, if possible, to have the work at Washington supported and governed largely by the Atlantic Union, and helped by all our people the world over. Do not permit the General Conference to become committed to local work, especially to institutional work."---Ibid., pp. 7-8.

UNIFIED VERSUS FRACTURED MESSAGE: "We are now planning to carry on a great campaign this fall and winter, with our tracts that deal specifically and clearly with the third angel's message in its various bearings. Every one of our brethren and sisters, including our young people, ought to be drawn into this work; but if Dr. Paulson is allowed to carry on his frantic, frenzied movement in behalf of the LIFE BOAT, and is backed up by Luther Warren and other energetic men who have the confidence of our unsuspecting young people, we shall get but little of their services. Their strength and time will be thrown into that journal. While I have no special fault to find with the
LIFE BOAT, yet I can not see the real benefit there is in the paper the way it is run. The world is full of just such papers. The Salvation Army are distributing millions of copies of the WAR CRY and other literature precisely like the LIFE BOAT. It is all right for the Salvation Army and other people to circulate such literature; but God has given us a special message for the world at this time. We must give them that message. We can not meet His purpose, nor the object of our existence, by devoting our energies to such philanthropic lines of work, and say nothing about the particular message God has given us.

"And here is one great evil in the whole method of the Medical Missionary Association. There is little said regarding the third angel's message. Take the writings of Dr. Kellogg during the last twenty-five years, and what will you find in his books or journals or talks about the message for this time? Of course he talks about health reform, which is a phase of this message; but he so entirely disconnects this from the third angel's message which gave the health principles their birth, that the message itself is entirely left out of sight."--A. G. Daniells to W. C. White, Sept. 29, 1903, pp. 7-8. AGD 1903 WE.

"ADVISORY" ROLE OF GC--AVOID INVOLVEMENT WITH INSTITUTIONS: "The work in Washington is to be a pioneer, an example of what should be carried forward by each Union Conference in its leading cities.

"Therefore, how important that not only in the work to be done, but also in the organizations and the methods adopted for the doing of it, we should adopt for the work in Washington the very plans that can be followed by our brethren in other localities.

"It is of great importance that the General Conference Committee should understand that its part of the work is to counsel, to encourage, to help our Union Conferences to organize their work on such lines that this essential training shall be going forward in many places at once. . . .

"It is by the development of this plan that we shall save the unnecessary and profitless travelling from one end of the earth to the other, passing by good schools to find the one furthest away from the student's home. I understand that this principle, understood and applied, will lead the General Conference Committee to relate itself to the work in Washington in exactly the same way that it will relate itself to the work in Nashville, New York, Chicago, and San Francisco. Thus it can maintain the same impartial attitude toward medical institutions and work that it does toward educational and publishing institutions and work.

"Of course, students will go from one part of the country to another to take post-graduate courses and to get additional experience, but we must so develop the work that the first and the principal part of the education in each and all lines will be taken by students in their own Union Conferences. According to this proposition, our work in Washington will be principally for the people of the Atlantic Union Conference, and this work should be organized and directed in connection with and under the fostering care and guidance of the Atlantic Union Conference."--W. C. White to A. G. Daniells, Oct. 4, 1903, pp. 8-9. RG 11. Incoming Letters, 1903-W, fld. 1.
FOCUS UPON UNION MANAGEMENT OF INSTITUTIONAL WORK: "The work outlined for Washington, Mother tells me, is a sample of the work to be carried forward in each Union Conference, under the united efforts of the Conference managers, the school men, and the medical workers, working in perfect harmony. Mother tells me that it is not her thought that the Washington school is to be established as a rival of the work in Battle Creek or that it is to assume responsibilities and place itself before the world in a way to arouse the jealousy of the workers in Battle Creek or other places. The Washington school is not to make an effort to call students from all parts of the United States, but is to be primarily and principally for the education of workers in the Atlantic Union Conference. It is to set an example before the world of ministers and physicians and teachers uniting to develop medical missionary evangelists and thus it is to set an example for each of the Union Conferences to engage in the same work.

"Mother suggests that we ought to work in Washington, College View, and any other training centers without any special reference to the work in Battle Creek. We are not to submit to dictation from Battle Creek, neither are we to make an effort to show that our work is better than theirs. We are simply to go forward in each Union Conference to do the work that needs to be done in the fear of the Lord and as rapidly as possible.

"It seems to me, Elder Daniells, that the wisest thing that can be done in our Union Conferences is to provide at once for organizing Union Conference Medical Missionary Associations on lines according to the principles we studied out at Portland and which we further developed in the organization of our Pacific and California Medical Associations. This Association must not be subservient to the International; if there be any connection it must be arranged according to the principles adopted by us at Portland."--W. C. White to A. G. Daniells, Oct. 5, 1903, pp. 1-2. RG 11, Incoming Letters, 1903-W, fld. 1.

GC TO AVOID INSTITUTIONAL WORK: "In closing this letter let me again call your attention to the great importance, the imperative necessity, considering the peace and prosperity of our work, for the General Conference Committee to withhold itself from directly participating in institutional work. I find that our brethren in all parts of the field, in all relations to our work, have come to fear that the General Conference Committee men will entangle themselves with business matters, and will thus disqualify themselves for their first and principal work. I know of no one thing which will accomplish so much in the matter of establishing confidence, allaying controversy and fear, as for the General Conference Committee to take a strong, clear stand without delay that it will not engage as a Committee in institutional work or allow its interests to be absorbed in any one locality; that the General Conference Committee will use its influence to have its members refrain, as far as possible, from business entanglements, and when taking any part in institutional work, to stand as teachers of righteousness rather than having to do with details. It will give courage and confidence to our people everywhere if it is clearly understood that the General Conference Committee will hold itself in a position to maintain the same relation to all schools, to all publishing houses, and to all sanitariums."--Ibid., pp. 7-8.
"A NEW TEACHING [THEOLOGICAL] AND A NEW MOVEMENT [CENTRALIZED CONTROL OVER A BRANCH OF THE WORK] HAD BEEN ESTABLISHED IN BATTLE CREEK": [Confrontation between A. G. Daniells and David Paulson] "I said to him, 'Doctor, what you call the Battle Creek idea, the new philosophy, being taught by Dr. Kellogg and his associates, is, in its new features, vitally and fundamentally different from the old teaching of the third angel's message.' He acknowledged that it was.

"Then I said: 'Being fundamentally different, it is positively antagonistic. It excludes some of the fundamental truths of the third angel's message as developed by the pioneers of this movement.' He acknowledged that it did.

"Then I said: 'Being antagonistic, one or the other will have to surrender its ground. Both can not exist and be carried on together.' He acknowledged this to be true.

"Then I said: 'You believe with Dr. Kellogg and a few others, that the Battle Creek idea is right, that it is divine truth, that it is new light given to this people, leading them on in advance of the light given by the pioneers; and you believe it so firmly that you are altogether unprepared to surrender your position.' He said that was so.

"Then I said: 'The only possible basis of harmony and cooperation is for me either to be silent regarding the Battle Creek idea, allowing it to be spread broadcast throughout the denomination, and taught to all our young people, while holding my old views, or to surrender some of my views of the third angel's message.' He assented to this position.

"Now, Brother White, this is exactly the situation I have seen for nearly a year. I have been just as positive as I have been of my own existence that a new teaching, and a new movement, had been established in Battle Creek; that this teaching was fundamentally different from the old teaching of Seventh-day Adventists, and that it was antagonistic to that teaching and subversive of it. I have believed that this movement under the third angel's message was being attacked, not openly but stealthily, by the most dangerous movement Satan could bring to bear upon it; and that in the end one or the other of the movements would have to go down.

"From my long conversation with Dr. Paulson, every one of these points has been made clear, and my position has been confirmed. As surely as we live, the integrity of this movement under the third angel's message is on trial today in this controversy. The most stupendous and terrific blow that Satan has ever attempted to deal against this movement is now being made. It is no personal scrimmage between a few men. The soundness of our positions is being questioned. The broad groundwork is being changed; the integrity of the Spirit of Prophecy is involved in it. In fact as I view it, the survival of this whole movement is at stake. We dare not surrender a single inch of our ground. God will hold us accountable if we do this. We must reaffirm our positions; we must set forth the teaching of this message. We must not temporize with this evil thing that has raised its head against this last movement of God in the earth. I can not do it and be true to my judgment and my convictions."
"I know very well that a number of brethren on the opposite side are crying 'kingly authority,' and domination, and a relentless warfare, and all that; but, Brother White, as surely as we live, we have got to stand for the truth and the movement and the light God has given us as a people. If we surrender to this thing, our cause is ruined. . . .

[Is it possible that fullest organizational reform was stifled by the need of a strong response to the Kellogg issues?]

"Dr. Paulson acknowledged freely that it was a new movement, and that we ought not to be surprised if new light has come. He holds that there is a human element in the Testimonies and in the Bible itself, and that God dwelling in us gives us a knowledge and a teaching that makes us judges of both the Bible and the Testimonies of what is truth divine and what is human and corrupt. You leaven our young people with that idea, and neither the Bible nor the Spirit of Prophecy will hold them. . . .

"I wish you would read this to your mother, and I beg of both of you to give me counsel and instruction should you see that I am in error."--A. G. Daniells to W. C. White, Oct. 8, 1903, pp. 3-5, 6. AGD 1903 WE.

W. C. WHITE VERSUS GC INSTITUTIONS: "I expect that in your councils you will decide to organize Union Conference Medical Associations so that the medical work can be built up in each Union Conference, and so that the occasion for strife may be removed which would certainly exist if the General Conference Committee should engage in the work of developing and managing medical enterprises in Washington, which were to be worldwide in their field of operation. They will be worldwide in their influence, as is also our work here in California, in Australia, and in England. But they must not be opened on a plan which will open the way for the Battle Creek people to defend themselves in their effort to gather young people from every quarter of the globe. The work in Washington must be primarily for our people in the Atlantic Union Conference. Then we must go to Nashville, to College View, to Minneapolis, and to similar points in the southwest and establish centers in our Union Conferences for organized medical work which may be conducted in perfect harmony with the Union Conference work, and be supported in part by Union Conference funds. . . . Our quickest and best way to settle this whole controversy is to develop strong rallying centers in each Conference; to develop training work in each field, and thus discourage the habit of sending our students so far away from their homes."--W. C. White to A. G. Daniells, Oct. 13, 1903, pp. 2-3. RG 11, Incoming Letters, 1903-W, fld. 1.

DECENTRALIZING PUBLISHING WORK: "After a careful study of the whole situation, it seemed clear [to the foreign publishing committee appointed by 1903 GC session] that the most effective way to get before the German and Scandinavian people in the United States the truths of the third angel's message, was to have the printing and publishing of the present truth conducted in an office by itself, and managed by men whose principal energies were devoted to this particular work.

"We felt clear in advising that the publishing work for the three nationalities be conducted in one office, and that this office be connected with Union College. . . .

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"Mother will freely join you in presenting this matter to our people. She feels that it is a wise move to have the responsibilities of our publishing work divided; that it is a wise move to have this work connected with one of our largest colleges, and she will urge our American brethren to take hold heartily in this enterprise, as they have always requested our German and Scandinavian brethren to take hold heartily in the general enterprises of our cause."--W. C. White to General Conference Committee, Oct. 14, 1903. RG 11, Incoming Letters, 1903-W, fld. 1.

"While planning for this work in College View, it occurred to me that it would be for the best interests of the S.D.A. Publishing Association and of the Review and Herald of Washington, D.C., if the stock of books and the plates now at Battle Creek could be closed out so that the Battle Creek Company would be free from this large investment, and so that the Washington work could go forward, dealing with our English publications only, and leaving all the foreign printing to our brethren in Europe and the new Association in College View.

"I know that our brethren do not wish to build up a large printing plant in Washington; I know that they desire to simplify the work, and that this may be accomplished it seems desirable that the printing and publication of our school books should be undertaken by the printing departments of our Colleges, and that the printing and publication of foreign literature be taken up by this new Association at College View."--W. C. White to Board of Trustees of S.D.A. Publishing Association. Oct. 15, 1903. RG 11, Incoming Letters, 1903-W, fld. 1.

ELLEN WHITE AND PURPOSE OF INSTITUTIONS: "I sincerely hope that you can make [Southern Publishing Association] what Mother says the Review and Herald ought to have been. She says that the Lord designed that R.&H. should be a school, even as the schools of the prophets. It is difficult for us as businessmen to see how this can be accomplished, but where the word of the King is, there is power. If the Lord says that our printing offices should be schools, even as the schools of the prophets, let us take hold and make them so, trusting that in His infinite love and power He will bestow upon us blessings, and will save us from shame and disgrace."--W. C. White to G. I. Butler, Oct. 16, 1903, p. 2. RG 11, Incoming Letters, 1903-W, fld. 1.

GC AVOIDANCE OF LOCALIZED DETAILS: "While we are very anxious to do all we can to supply the workers needed in distant lands [in this case South Africa] we do not wish to do any more than we possibly can in the way of adjusting details. We want those on the ground to get light from the Lord, and do that which to them seems best."--A. G. Daniells to M. A. Altman, Nov. 3, 1903. RG 11, Bk. 32, p. 241.

THEOLOGICAL AND ORGANIZATIONAL CONFRONTATION STIFLES 1901 REFORM MOVEMENT: "On our return from Europe a little more than a year ago, the Lord blessed us very much in placing before our brethren the needs of that great field. A mighty tide began to flow in that direction, and it certainly looked as though a new era had dawned. I believe we would have seen one of the most remarkable years this denomination has ever experienced if we could have been left alone to follow up that work. But just as it was getting well started, this wretched, destructive struggle between the evangelical and medical lines of work began, and it has terribly paralyzed the efforts of the [Mission] Board
to carry out its mission policy. I do not think you could understand it if I
should write a dozen pages of explanation. We have had a bitter fight, and
I want to tell you that it was high time that the General Conference Committee
took a firm stand. From the communications that have come to us, some copies
of which I forwarded to you, it has been plainly revealed that we have come
to a serious crisis in our work, and that we are on the verge of the worst
rebellion this denomination has ever seen or even dreamed of. Whether
any one premeditated it or not, the fact remains that the ground had been well
prepared for a serious split. The teaching, the principles, the administrative
methods, the scheming and maneuvering of every sort had paved the way and
prepared all the elements for the rupture."--A. G. Daniells to O. A. Olsen,
Nov. 3, 1903. RG 11, Bk. 32, pp. 248-49.

"A few days ago I sent you copies of Testimonies Sister White has sent us
regarding Dr. Kellogg and the medical work. From these you will see that
his teaching as set forth in 'The Living Temple' and his administrative
methods are disapproved by the Lord, and that we are to beware of the
dangers that threaten us at this time."--A. G. Daniells to J. L. Shaw, Nov.
3, 1903. RG 11, Bk. 32, p. 266.

MOVEMENT TOWARD GC AND UNION MEDICAL DEPARTMENTS AS RESULT OF KELLOGG SPLIT:
"Since Sister White has spoken so plainly in the REVIEW regarding the 'Living
Temple,' and other features of the medical missionary management, the work
is settling into clear lines, and I believe it is only a question of a short time
when this denomination will have its medical missionary work placed upon an
entirely different basis from what it is at present. The Union Conferences
will now organize the medical work as a part of conference work. They will
throw off the yoke of the International Association of Battle Creek."--A. G.
Daniells to J. J. Wessels, Nov. 3, 1903. RG 11, Bk. 32, p. 238.

"We had a very good Union Conference session at South Lancaster. The time
was rather short, but our meetings were profitable. I gave myself up to
them entirely. We agreed on a plan of management for the medical work. It is
very simple. It makes the medical work a department of the regular
Conference work."--A. G. Daniells to I. H. Evans, Nov. 12, 1903. RG 11, Bk. 32,
p. 296.

REORGANIZATION, BY ITSELF, DOESN'T RESOLVE ALL PROBLEMS--EVEN IN ELLEN WHITE'S
LOCATION: "As regards the medical missionary work on the Pacific Coast,
we are in a peculiar situation. Our Pacific Medical Association is well
organized. It has a good head, it has an excellent system of nerves; but it
has no heart and no blood. I have sometimes said that when the Lord created
man, He formed him out of the dust of the ground, and afterward He breathed
into his nostrils the breath of life; and I thought our Pacific Medical
Association was just half way between these two processes. . . .

"In Southern California there is a strange condition. The Medical Association
plunged along blindly for some time, and then the whole business was turned
over to the Conference. I think the new system of organization introduced at
the last Southern California campmeeting was the most unfortunate of anything
I have heard of since the G.C.A. undertook to run schools, sanitariums,
and the printing business by a big committee of men, very few of whom knew
anything about either one.

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"It is a sad pity that in Southern California, the greatest sanitorium of the world, the place where the Lord has pointed out so clearly what ought to be done, that our work goes on being managed worse and worse, until it seems as though there were no remedy. If the Lord ever sends you back to America, I shall vote for you to go to Southern California, and help them straighten out things. I wish I were free to work with you a year there."—W. C. White to J. A. Burden, Nov. 17, 1903. RG 11, Incoming Letters, 1903-W, fld. 1.

CENTRAL MISSION OF CONFERENCES: "Some of our Conferences are going down while they devote all their energies to tinkering with their organization and their debts, and other perplexities. If they would remember what first made them Conferences, namely preaching this message in new places, they would fall back on the real secret of deliverance from their troubles."—A. G. Daniells to S. G. Huntington, Nov. 19, 1903. RG 11, Bk. 32, p. 322.

MEDICAL WORK BEING REORGANIZED: [At Atlantic Union Conference session] "we have taken a new departure with reference to the medical work. We have made it a department of the Conference, the same as the educational and religious liberty work. I do not know how this action will be treated by the Medical Association; but this was the way the delegates believed the matter should be arranged, and they took their stand for it. It will take a pretty strong power to move them. The Greater New York Conference endorsed the same policy, and appointed a committee to take charge of the Medical Missionary Department."—A. G. Daniells to N. P. Nelson, Nov. 19, 1903. RG 11, Bk. 32, p. 357.

HINTS AT NAD IDEA[?]: "I feel that one-half of my time ought to be spent on the Eastern side of the Atlantic [Ocean]. I can not become reconciled to the idea that the General Conference interests in America must forever demand the presence of the President of the General Conference. Such a situation is unreasonable, and ought to be changed! But we must all acknowledge the fact that the last year has been one of very great importance to the cause in this country. The situation has been more perilous than many of our brethren have realized."—A. G. Daniells to L. R. Conradi, Nov. 22, 1903. RG 11, Bk. 32, p. 383.

UNIFYING FUNCTION OF DEPARTMENTAL PLAN: "I do not suppose we shall get this plan of dealing with the medical work [as a department of the Conference] thoroughly incorporated in our plan of organization without some opposition. But I feel sure, Doctor, that when it is once established, we shall find that it will break down the middle wall that has been such a cause of separation, and will unite all our interests and workers, as no other plan would. The basis of this arrangement recognizes true medical missionary work as an essential feature of the third angel's message and recognizing it as such, we must, to be consistent, give that feature of the work the same fostering care and financial help that we do any other feature of our message. And when we do that, we shall treat physicians, nurses, and medical helpers, as we treat ministers, Bible workers, teachers, canvassers, and other evangelical workers. A careful study of our way of dealing with all these workers will show that while we cooperate with all, we do not aim to interfere with any. For instance our teachers in our schools are supported and sustained and cheered on the same as ministers and Bible workers, yet no Conference steps into the schools to interfere with its internal workings. We know that we must have men who have given their lives to the educational work in charge of these institutions.
The same must be true of our medical institutions. While we recognize this whole work as a grand department of the great movement which we call the third angel’s message, yet we know that there must be placed in charge of our medical institutions, men who are specially fitted for the work to be done. No Conference Committee should be foolish enough to think of interfering with the work that must of necessity devolve upon physicians, nurses, and in fact the whole medical faculty. I believe that if the relation I am referring to had been established between the Conference and the medical workers in the beginning, we would have been saved an untold amount of trouble and friction. We are praying earnestly that the Lord will bring us into harmony on this point.”—A. G. Daniells to George Thomason, Nov. 23, 1903. RG 11, Bk. 32, pp. 389-90.

DISUNITY IN PACIFIC UNION: "I am greatly distressed over the condition of our medical work in Southern California, and I see no hope for improvement until the brethren there lay aside some of their ultra-independent theories and are willing to receive help and counsel from the officers of the Union Conference and the officers of the medical work. I hope you will attend our next Union Conference and that you will give some earnest study to these questions of state rights and the ultra-independent attitude of Southern California.”—W. C. White to A. G. Daniells, Dec. 2, 1903, p. 4. RG 11, Incoming Letters, 1903-W, fld. 1.

GENERAL CONFERENCE DEPARTMENTS: "It hardly seems to me that the religious Committee should require me or any other member of the General Conference Committee to outline the plans of campaign for the committee. When we appointed the committee last spring, it was our earnest desire that they would take up the work and carry on the campaign just exactly as they thought it should be conducted. I very earnestly hoped that when we came to the Washington council, the Committee would so thoroughly and harmoniously arrange the program or plan of campaign that they would start out at the close of the council with a wide-awake movement.

"I would like to see either the chairman or the secretary give his whole time to religious liberty interests; I would like to see active correspondence carried on with Union and State Conference officers. It seems to me that the strength of the religious liberty work will be in getting the thousands of our people at work distributing religious liberty literature. To my mind there is no way this can be done so effectually as by getting the rank and file of our people to do it. This, too, is the most economical way the work can be carried on. I have never seen light in any department of the work being not only planned but actually done by a few paid employees located in an office, but the distribution must be by the people, and they must be stirred to service to a very large extent by the ministers and church officers with whom they come in contact.

"You refer to some arrangement for the support of the work. Why should not the religious liberty department be supported in its administration just as the educational, Sabbath-school, and Missions Departments are? Namely, from the regular income of the General Conference. The administration of the General Conference, including all its departments, is supported by the tithes and offerings received. Why should not the Religious Liberty Department draw its support from the same source? Why should not the General Conference provide the literature for this department the same as it does for the Missions
department? We pay the salary and the office rent, the traveling expenses and the stationery bills, of all departments. Of course the officers of the committees of the various departments consult with the General Conference Committee regarding their plans, expenses, etc.; but so far we have all worked in perfect harmony, and so far as I know the officers of the committees of various departments do not feel hampered in the administration of their departments."--A. G. Daniells to Allen Moon, Dec. 4, 1903. RG 11, Bk. 32, pp. 507-09.

TITH AND "REGULAR CHANNELS": "We thank you most heartily for the tithe sent in to this office to be used by the General Conference. We appreciate this very much indeed, for we are severely taxed for the funds we need to meet the ever increasing demands of this cause. I am enclosing a receipt for the same. Our Treasurer suggested that it might save some trouble if you would not send a duplicate receipt to the Conference in which you are residing. Sometimes the Conferences take up unpleasant correspondence with us when they know that persons within their borders send us tithe; but we believe that when faithful brethren have a preference for a special place to which to pay their tithe, they are entitled to exercise liberty in following their convictions. However, you can secure a duplicate receipt from our Treasurer at any time you may apply for it."--A. G. Daniells to August Kunze, Dec. 6, 1903. RG 11, Bk. 32, p. 514.

A. G. DANIELLS PHILOSOPHY OF ADMINISTRATION: "I tell you, Brother Griggs, we were in a hard place, and if ever you have consented to a proposition that will bring relief to the General Conference committee, and I believe result in great good to the cause of God, you have done so in the case under consideration. I see you still differ with me in judgment regarding this matter. Well, you have a perfect right to do this, and to express your difference of opinion; but it is exceedingly kind of you after having done this, or rather viewing the proposition as you do, to so kindly consent to the arrangement. I shall always appreciate this. And I believe that time will prove the wisdom of this step. Of course I am a very fallible man, and often miss my points. I have nothing whatever to cause me to feel wiser than my brethren. But here we are in need of help, and our minds turn to Sister Dickerson [as editor of Youth's Instructor] with deep conviction that she is the right person for the place. We can do nothing less than lay this before you and your associates, leaving you of course perfectly free to follow your judgment, even though you may find it necessary to refuse to grant our request. I am glad, dear brother, that we can work on lines that will permit every one to feel perfectly free to think and speak for himself, and then to act in concert, even though we may differ somewhat in judgment. In all this you can see that I greatly appreciate your statement that you propose to put your policy of administration on a broad gauge. If we can have light, breadth, and sweetness in our administrative affairs, the Lord will lead us into unity."--A. G. Daniells to Frederick Griggs, Dec. 11, 1903. RG 11, Bk. 32, pp. 546-47.

"EVERY INSTITUTION OUGHT TO STAND FREE": "The last year has been a very strenuous one for us. It has been a mighty struggle as to the triumph of right or wrong principles in the administration of this work. . . . There is one thing certain, and this is, that the medical work shall never dominate this denomination again as it has so long. We have passed that point. . . .
"The instruction we are continually receiving from the spirit of prophecy, is that one man is not to dominate medical affairs in this country; that the institutions are not all to be tied to one institution, nor to one medical organization. Each one is left free to do its God-given work. Men who are called upon to bear responsibility in each institution are to be free. . . .

"On general principle, I am free to say that from the instruction we are continually receiving, every institution ought to stand free in its God-given wisdom, responsibility, and mission. We have straight, direct, emphatic instruction regarding the work in Washington, that the Battle Creek people are not to interfere with it in any way; that we are not to go to them for counsel. God has called us to establish a work here on an entirely different basis from what it is carried on in Battle Creek."--A. G. Daniells to E. E. Andross, Dec. 13, 1903. RG 11, Bk. 32, pp. 585-87.

LOCAL ORGANIZATIONAL VARIATION--DANIELLS AND THE DEPARTMENTAL PLAN--USE OF SPIRIT OF PROPHECY PRINCIPLES RELATIVE TO ORGANIZATIONAL QUESTIONS:
[At Atlantic Union session] "I outlined three plans [of medical organization]: One was the original plan represented by the International Medical Missionary and Benevolent Association; another was the Pacific Union organization, and the other was the plan you and I discussed a great many times in Australia, namely, the Conference Department plan.

"The committee manifested a deep interest in the question from the start, and spent a large amount of time during the entire Conference in its study. The Medical Missionary and Benevolent Association idea was left out of our reckoning at once. But the Pacific Union and the Department plan were gone over with the greatest care. Dr. Nicola worked in a friendly and brotherly way, but manifested the greatest care and caution possible. At the start he leaned toward the Pacific Union plan. But all the rest of the brethren favored the Department plan. In the course of our discussions from day to day we tried to look at the advantages and disadvantages of both propositions. We spent some time in a careful reading and discussion of statements made in Volume Six of the Testimonies. Never in my study of this subject, either alone or with committee men, have I given the spirit of prophecy the careful reading on this precise point that we gave it during the Conference at South Lancaster.

"I will here refer you to some of the special expressions we studied. Pages 240-42. Please read with care the expressions here made.

"'Never should a Sanitarium be established as an enterprise independent of the church.' 'Medical Missionary work is in no case to be divorced from the gospel ministry. The Lord has specified that the two shall be as closely connected as the arm is with the body. Without this union no part of the work is complete. The medical missionary work is the gospel in illustration.'

"It will not be necessary for me to elaborate the thoughts here presented. You can study them and analyze them better than I.

"On page 242 is this statement: 'The unity of God's chosen people has been terribly shaken. God presents a remedy.' The remedy presented, as I
understand it, is the complete unity of the evangelical and medical work
and workers.

"Here is a statement that follows the one last quoted:--

"'Christ was bound up in all branches of the work of God. He made no
division.'

"Then on pages 288 to 291 are further important statements: First is the
statement that the medical missionary work is to bear the same relation to
the work of the third angel's message that the arm and hand bear to the body.
It seemed to us that this would certainly favor making the work, as far as
the organization is concerned, a department of the organized Conference.

"Another statement is that the 'medical missionary work should be a part
of the work of every church,' and 'disconnected from the church it would
soon become a strange medley of disorganized atoms.' 'The gospel ministry
is needed to give permanence and stability to the medical work, and the
ministry needs the medical missionary work to demonstrate the practical working
of the gospel. Neither part of the work is complete without the other.'

"On page 290 the statement is made that 'in His Word God has united these two
lines of work, and no man should divorce them.'

"As I have already stated, all these statements were read and thoroughly
discussed by the committee, with the result that, after several days of
work on the question, we all agreed upon the preambles and resolutions
printed in the GLEANER.

"When these were submitted to the Conference, they were fully explained, and
met with the heartiest approval of all the delegates. I do not think there was
a dissenting voice in the Conference. . . .

"By reading the preambles and resolutions, you will see that the evangelical
body makes the fullest recognition of the importance and value of the medical
work, and that the resolutions make provision for its development. The first
resolution placed the medical work where it is to receive from all conferences,
churches, and people the same fostering care and financial support that other
branches of our work receive.

"The second resolution creates a medical missionary department; the third
provides a committee for operating the department; the fourth provides for the
holding of real and personal property; the fifth makes provision for securing
the constituencies required, and the sixth provides for the election of an
advisory committee of the medical department of the Atlantic Union
Conference. . . .

"In harmony with the above plan of carrying on the medical work in this Union
Conference, a resolution was passed requesting the board of trustees of the
New England Sanitarium and Benevolent Association and the International
Medical Association of Battle Creek to transfer the property of the
Melrose Sanitarium to a corporation to be created by the Central New England
Conference. This was the special wish of Dr. Nicola.
"In the Greater New York Conference that followed the Atlantic Union, this plan of organization was discussed, and heartily approved. . . .

"Now, my dear brother, I am not sure that you will have much sympathy with this plan of organization. You and I have passed through such kaleidoscope experiences in this matter that it is not always easy to tell where we can find each other. I am well aware that the simple Conference department plan seems very tame and small by the side of your elaborate medical organization on the coast. But I believe I can assure you that the Atlantic Coast preachers, doctors, and committeemen think as much of their simple plan as the Pacific Coast people do of theirs. I believe they have fully as much confidence in its effectiveness, and I shall not be surprised if we find that it works equally as well. At any rate, we are in to give it a trial for a year or so. There is one feature about it all that has surprised me, and that is the splendid feeling of harmony and brotherly love and good cheer manifested by both the ministers and the medical workers. They are taking hold together in splendid shape. And I see no reason why the work should not prosper.

"As soon as possible after Dr. Hare gets here this medical committee should hold a meeting either in Philadelphia or Washington. They should elect the officers of the Committee, if they have not already done so, and should lay plans for aggressive work. I believe that they should go clear beyond the question of the management of institutions. I would like to see the medical department of the [General] Conference take up real medical missionary work. This would include the distribution of medical literature; it would include the giving of instruction in our conferences and churches, that would enable our brethren and sisters to assist their neighbors and friends in time of sickness. In fact, I think there is a great field of usefulness for the medical department of the Conference altogether outside of institutional work. . . .

"None of us have any thought of neglecting or shunting in any way the medical work. On the other hand, we wish the medical work to become a stronger factor in our message than it is today. We want more of our people to become enlightened regarding its principles, and more efficient in their promotion. It looks to us that this can be accomplished better by making the medical work a recognized department of our regular Conference and church organization than in any other way."--A. G. Daniells to W. C. White, Dec. 14, 1903. RG 11, Bk. 32, pp. 605-11.

A SELF-CENTERED UNION: "Things are not going right in that [Lake Union] Conference. There is a tremendous influence at work that is self-centering. The Conferences around Battle Creek have had the greatest light and the greatest opportunities of any Conferences in the world. They have had every advantage to become strong numerically. They are in a prosperous part of the country, and are strong financially. I think I told you that there are some fifteen or sixteen thousand Sabbath-keepers in the Lake Union Conference, with an annual tithe of over $130,000. They have no real mission field territory in the boundaries of the Lake Union Conference, and are supplied with some of the largest, finest institutions in the denomination. There is no Union Conference in our organization better prepared to reach out and help mission fields who have never had a tithe of the advantages they have had. There is no reason in the world why they should not be continually sending out men and means to help struggling fields in their great needs,
with their feeble facilities. But as I have said, there is a tremendous tendency to center everything within the Conference. That tendency has its roots in Battle Creek and Berrien Springs. Of course they argue that they are doing their work with other lands in view; but I tell you that logic does not work. It is contrary to the experience of all missionaries and of all churches that have reached out in behalf of mission fields. It is contrary to the experience of the church as recorded in the New Testament, and also to the most emphatic declarations of the spirit of prophecy. The home church is not strengthened for foreign service by centering everything upon itself. It is by reaching out, and actually investing means and laborers and service in destitute fields that strengthens the home church."--A. G. Daniells to W. C. White, Dec. 15, 1903. AGD 1903 WE.

DANIELLS AND AVAILABILITY OF ELLEN WHITE TESTIMONIES TO CHURCH MEMBERSHIP--OPENNESS TO THE PEOPLE: "In your letter of November 18, as well as in later communications, you deal with the question of how to place the important communications that have recently come through the Spirit of Prophecy, before our people.

"This is a very important matter. In the first place, these communications are full of expressions which show that they are designed for this people, for the brethren and sisters, and fathers and mothers, of this denomination. You will observe this by glancing over the various Testimonies. As I read them, my spirit is greatly stirred. I can see that they contain light and instruction from God to His heritage. They are designed to enlighten and guide the rank and file of this people, and lead them to take the right side in a crisis.

"Furthermore, the people want this very light. They are eager for it. What they have been permitted to see they have accepted with all their hearts, and they have taken their stand upon it.

"But thousands of our people are only partially informed regarding the important matters that have been revealed to your mother, and that are of so much consequence at this time. Thousands of our people are in confusion. And as one of the communications states, multitudes are partially deceived. As you know, I have traveled from the Atlantic to the Pacific, and from Canada to the Gulf several times during the last two years and a half. I have come into close touch with a very large proportion of our people in the United States. From my observation I feel that the ministers, Conference officers, church officers, canvassers, teachers, physicians, nurses, and the rank and file of the people need to know the very things that the Lord has revealed through His servant.

"Soon after I took office in this country, a communication came to us condemning the plans of the medical association for tying physicians and nurses and institutions to the central association at Battle Creek. From the time I received that communication until this hour, I have felt that the light given in these communications ought to be given freely to the whole denomination. I will not say that the communications should have all been published just as they have first appeared; but the essential features, the truth, the light that must guide us in our decisions, and in our course of action, ought to be given freely and fully to the whole people. Then they
would understand matters as the Lord understands them, and as some of us who have received these communications are made to understand them.

"I believe that we have made a mistake in keeping this light to such a large extent from our people. I do not blame you nor your mother for this; I am inclined to think that the officers of the General Conference Committee are very responsible for this. I know something of the perplexities that come upon you in your efforts to deal with this problem, and I should have interested myself more than I have to help you solve it.

"And while I am on this point, I will say more. I have not done all that I should in the position I have occupied, to place the Testimonies in the hands of the great mass of our people. I have been thinking of this a great deal of late. My mind was first greatly aroused over this matter at the time of the Oakland Conference [1903 GC]."--A. G. Daniells to W. C. White, Dec. 24, 1903, pp. 1-3. AGD 1903 WE.

DANIELLS: "COMPROMISING THE TESTIMONIES FOR HARMONY WITH KELLOGG": "Brother White, if God is speaking to us through the spirit of prophecy, how dare we tamper with His instruction? I shall never forget the compromising course I took, immediately after I became president of the General Conference, on the question of tying the Australian Sanitarium to the Battle Creek Association. After all the warnings your mother had given we swerved to please Dr. Kellogg, and actually took a document to your mother, that was directly opposed to the light she had received, to get her to approve of it. I did not realize the wickedness of this, until a few months later, when a fresh testimony came condemning in the severest language the whole scheme, and the very document we presented to her. I have repented of this, and in the name of the Lord I repudiate this temporizing, compromising business. It is playing fast and loose with the most sacred things in the world."--A. G. Daniells to W. C. White, Dec. 27, 1903, p. 8. AGD 1903 WE.

DANIELLS ON GC PRESIDENCY: "Sometimes I feel just about discouraged. There are so many parties at work in different parts of the country on so many different lines, and in the end the tendency is for all of them to round up at the General Conference office for approval or support or relief from their entanglements. You have no idea what conflicting, perplexing tangles are sent in to us. Everybody clamors for our influence to carry through their schemes. If President [Theodore] Roosevelt has a worse complication in politics than we have in our affairs, he is certainly to be pitied.

"This week things have poured in it seems worse than usual, and although we have sometimes felt that by coming to Washington, we were getting out of the woods, yet at times it seems a question whether we are or not. Oh, what do these things mean? What are we coming to? Who can stand such wretched complications as they pile up from week to week? It makes a man long for a distant, quiet field, where a single straight course can be taken in simple work for the salvation of souls."--A. G. Daniells to W. C. White, Dec. 30, 1903, p. 2. AGD 1903 WE.

WHEN ELLEN WHITE OPPOSES CORPORATE DECISIONS: "In all of Mother's work, she has stood for unity; for an effort to draw together, to counsel together; and in her personal labors, she has often permitted
an important enterprise to wait until there should be unity. It is only when the Lord speaks to her, that she takes a stand contrary to the counsels of the men bearing chief responsibility."—W. C. White to G. I. Butler, April 12, 1905, p. 2. RG 11, Incoming Letters, 1905-W.

JOGGING PROGRAM FOR ADMINISTRATORS: "I have heard from several of your associates that you were working too hard. I know you are a preacher, and preachers are hard men to preach to. You are a teacher, and it is said that teachers are the hardest men in the world to teach. I know you are a reformer, and my father used to say that reformers are hard men to reform. But in the face of all these forboding circumstances, I am going to give you a bit of advice, and that is to take time to make garden or saw wood or chop down trees or build stone walls, or something that will make you sweat, and do it regularly for an hour each day. It will be a tremendous hindrance to your office work for a while, but it will give you a vigor that will make the office work go better. Wiser people than I am have given this advice, therefore I venture to pass it along to you with my testimonial that it is good for the health and does not hinder the general work in the LONG RUN [emphasis added]."—W. C. White to W. W. Prescott, Sept. 18, 1905, p. 1. RG 11, Incoming Letters, 1905-W.

REFLECTIONS ON MONOLITHIC ORGANIZATIONAL SYSTEM OF 1890s: [At 1897 GC session] "the medical men took a strong position that it was wrong for ministers to direct the work of physicians and nurses, and wrong for Conferences to own and control Sanitariums.

"So Boulder Sanitarium which had been organized to act under the supervision of the body that had furnished most of the money for its erection, was transferred to the supervision of the International Medical Missionary Association, and the General Conference received a note for $45,000 in return for its investment of $75,000.

"The leading medical men waxed very indignant over the proposition that sanitariums well managed would have an earning power sufficient to pay for their operation, and to pay a fair interest on the capital invested, and that beyond this there would be a surplus which could be used to support foreign missionary work. They said it was wrong to make one part of the work a slave to earn money for and support another part of the work. The medical men urged that sanitariums had much philanthropic and benevolent work to do."—W. C. White to C. W. Irwin, Sept. 19, 1905, p. 14. RG 11, Incoming Letters, 1905-W.

MANY CENTERS TO TESTIFY AGAINST CENTRALIZATION: [Mother] "told me that I might write to you that our first work is to labor with all our power to build up, that we must study the instruction the Lord has given us about the establishment of centers in many places, and that we must work wisely and energetically to build up the work in these places. . . .

"Not only at Takoma Park, but at other places, such as Boulder, College View, and Nashville, should we put forth vigorous efforts just now to strengthen the hands of our brethren, and to get the work in such a position that the youth in our Union Conferences can be trained in their own territory.

"When we get these training centers strengthened, then we can show our people more easily than now the evils which come from robbing a field of its young
people by taking them long distances for their education, and we can meet
the evil tendencies of the Battle Creek movement by showing that there is a
better way, and a way that is not only right, but is satisfactory. We must
take a course by which we can reach the judgment of our people and show them
that the General Conference is building up the work on right lines, and then
when the enemies of this work make inroads upon it for the sake of gathering
our youth to one center, we can show that this is not only contrary to the
testimonies, contrary to their best interests, but that it is unnecessary.

"And while we are working to build up these centers, we must testify wisely,
earnestly, and emphatically against the evils of centralization. . . .

"If I read the warnings in the testimonies aright, I find in them a decided
intimation that if the ambitious work of trying to make Battle Creek a
great center of influence is carried forward that something will happen to
open the eyes of those who have been blindly engaged in this work. I know
not what it is, but I believe it will be something decisive." -- W. C. White
to A. G. Daniells, Oct. 23, 1905, pp. 2-3, 6. RG 11, Incoming Letters,
1905-W.

W. C. WHITE: "LORD WILL NOT CONFEDERATE WITH INJUSTICE": "In your letter you
referred to the suit which Gurrier has just won against Review and Herald. It
is terribly sad that Review and Herald should suffer such a severe loss at
such a time, but the same God who knew that the loss of Review and Herald by
fire was not so bad as the continuation of conditions which existed there
before the fire, may see that it is not so bad for this denomination to lose
$7000 through this suit as to have an unfeeling and unsympathetic plan of
dealing with those who have claims against our institutions approved.

"I was in Battle Creek shortly after Gurrier was hurt. One of the Elders of
the church asked me to visit him, and I did so and heard his story. I talked
with the manager of Review and Herald and pled for him to give the man some
consideration, but his attitude toward the case was remarkably cold and
unfeeling.

"I am satisfied from what Gurrier and others told me at the time that a
settlement could have been effected for about $1000. I think that the
manager of Review and Herald was confident that less than this would have
settled the case; yet he preferred to refuse to attempt a settlement in face
of the pleadings of the injured man and the entreaties of the officers of the
church. Later on an arbitration was agreed to and you know the results.

"I believe that these things are a lesson to the whole denomination and to the
managers of our institutions and that the Lord wants us to understand that while
He interposes miraculously to protect us against the plans and plots of wicked
men who would hinder His work, He will not enter into any confederacy with us
to maintain our cause where we have permitted unkindness or injustice to have
a part in the work." -- W. C. White to A. G. Daniells, Oct. 23, 1905, pp. 4-5.
RG 11, Incoming Letters, 1905-W.

DANGER OF TOO MUCH AUTHORITY WITH ONE INDIVIDUAL--EVEN AFTER REORGANIZATION
IS ESTABLISHED: "I beg of you, Brother Irwin [Vice-President for North
America], for the sake of the cause and the principles it is set to maintain,
that you will use your best influence with Elder Daniells and his associates
to have intelligent, broad-minded, large-hearted men brought in and associated with Elder Evans in his work as Treasurer of the General Conference and as receiver and principal business man in dealing with the International Medical Association and with other opposing elements at Battle Creek.

"Christ sent out His workers two by two, that they might counsel with and help one another, and it is not right for us to leave one man alone with such weighty responsibilities."--W. C. White to G. A. Irwin, Nov. 3, 1905. RG 11, Incoming Letters, 1905-W.

REMAINING LOYAL DESPITE ERRORS: "The Pacific Press stands loyal to the General Conference, and those at the head of it at Washington. They are fallible men, they may have made mistakes, in other words, may not have done just as I would have done; yet I believe they are men of God, that they have true purpose of heart; that they are, under God, at the head of this work in the earth. I do not, dear brother, believe that many of the criticisms brought against them are true or just. The Religious Liberty Department may not stand where it should. Certainly Colcord did not at the last General Conference. But that I do not lay to Brother Daniells or his stronger associates on the Committee. First, because they were so burdened with other things, some of them burdens which should never have come at all; and, secondly, because Brethren Daniells, Prescott, and Spicer, etc. were and are putting forth their best efforts to turn the attention of the General Conference to the work in foreign lands and leave the questions in this country to the Union Conferences. This adjustment is not yet complete. There are many things which work against it."--M. C. Wilcox to A. T. Jones, Dec. 15, 1905, p. 2, copy with Wilcox to A. G. Daniells, Dec. 17, 1905. RG 11, Incoming Letters, 1905-W.

PACIFIC PRESS VERSUS BATTLE CREEK CENTRALIZATION: "There has seemed to be on the part of some of the people in Washington all the way through the idea that the Pacific Coast was about half unsafe. But there were some of us here that opposed decidedly and openly some of the very things that the General Conference brethren are fighting today, and stood entirely alone in it. Sometimes it was found even necessary to oppose some things that the General Conference Committee men themselves were doing in order to stand for what some of us felt was the very truth of this message. The opposition which we then felt called upon to exert against the sanitarium and its influences, when the General Conference Committee stood with it, they now seem to take as opposition against them, although they are now standing on the other side of the question. Some of us had thrashed out some of the principles against centralization which threatened the very existence of the Pacific Press itself before even the Testimonies had spoken upon it so decidedly as they have, Testimony which would not have been given at all if it had not been absolutely necessary to save the institutions on the coast, and also the denomination. And yet we found it necessary to meet the same principles a few years ago from the brethren who had been in foreign lands and lately returned, who had not had the experience that some of us had passed through years before. It has been one constant mighty struggle all these years in standing against these disintegrating influences which have threatened the message with this people, of struggles that have been told to no heart save to the One whose ear is always open to the cries of His children."--M. C. Wilcox to A. G. Daniells, Jan. 19, 1906, pp. 2-3. RG 11, Incoming Letters, 1906-W, fld. 1.
DOES APOSTASY BREED CENTRALIZING TENDENCIES?: "I have read the notice in last 'Review' of the forthcoming 'ninety-six page pamphlet' in reply to Elder Jones' statements... Because of existing conditions, such a pamphlet as you promise may be needful. The people having been so long educated to look to men rather than to God, may still need to have their faith upheld and strengthened by the word and counsel of men. But even with this necessity, I am astonished that you carry the principle of leading the people to look to you as far as you do in your closing sentence: 'If there are any who are still troubled after reading this reply, we would be glad to have them correspond with the General Conference.'

"How can you, with the prophet's warnings upon this point before you, ask the people to carry their troubles to you? I simply cannot understand how one acquainted with, and believing the messages through the prophet, can write that which is so contradictory to, and subversive of those oft repeated messages as is the above quotation. What counsel the pamphlet may contain of a different nature, I of course, do not know; but not one word appears in the article indicating the necessity, or even the possibility of the perplexed and the troubled individual obtaining light and help except through the 'General Conference officers.' This surely is not in accord with either Bible or Testimonies. Pages of quotations from both might be cited to show the especial danger of such education and influence."--E. W. Whitney to A. G. Daniells and W. W. Prescott, May 22, 1906. RG 11, Incoming Letters, 1906-W, fld. 2.

W. C. WHITE: "A COMMITTEE RESPONSE": "I have completed the reading of the 'Statement' made by the General Conference Committee in answer to the tract issued by Jones. I believe that this Statement is needed, and that it will do much good. I am surprised that you should be able to make it so complete in so short a space of time. I have no important criticisms to make regarding the statement.

"Mother has read this 'Statement' all through, and speaks most heartily her approval of it."--W. C. White to A. G. Daniells, May 30, 1906, p. 1. RG 11, Incoming Letters, 1906-W, fld. 1.

"GC PRESIDENT" TITLE--W. C. WHITE REFLECTS ON 1901 ISSUES: [After reviewing 1901 GC Bulletin for a week] "At the Conference of 1901, a most solemn testimony was given us, pointing out the evils that had arisen in our ranks through the tendency of men occupying positions of responsibility, assuming a dictatorial, arbitrary attitude toward the work and endeavoring to control the decisions of their committees and the movements of their fellow laborers. And it was generally understood by us that men chosen as presidents of conferences, associations, boards and institutions, were to lay aside all kingly authority and treat their brethren as equals.

"When the new constitution was adopted, providing that 'The Executive Committee of this Conference shall be twenty-five in number and shall have power to organize itself by choosing a chairman, secretary, treasurer, and auditor, whose duties shall be such as usually pertain to their respective offices,' I understood that these officers were all to stand on the same footing as officers of the General Conference, and I expected that the chairman would use the title of President of the General Conference..."
"Reorganization, by Itself, Doesn't Curb "Kingly Power"") "I sincerely believe that Brother Jones intended to bear the responsibilities of the office [President of Pacific Union] without manifesting the kingly power which had been so pointedly reproved [in 1901]. But I think he failed, as many other men have failed when placed in a similar position, and that he often acted independently when it would have been much better if he had taken counsel with his brethren."—W. C. White to A. G. Daniells, Aug. 13, 1906, pp. 2-3, 5. RG 11, Incoming Letters, 1906-W, fld. 2.

LOCAL VERSUS GENERAL INTERESTS--PACIFIC PRESS CASE STUDY: "Monday morning, after the close of the Oakland campmeeting, I met in the ministers' tent with Elders Thompson, Cottrell, Knox, Corliss, and one or two others, to consider the question raised in your letter as to whether Pacific Union Conference would assume its share of the burden of raising the $150,000 fund.

"I came into the meeting a little late and was surprised to fine quite a tide of sentiment against the Pacific Union Conference taking the proportion of this burden proposed in your letter. The brethren enumerated our perplexities and catastrophes on the Coast. The Healdsburg College is swamped; St. Helena Sanitarium $100,000 in debt; Southern Cal. Sanitariums struggling with heavy debts; Pacific Press destroyed by fire.

"I ventured to suggest that our only hope was to retain our natural position as a part of the general body, to help bear its burdens, expecting that it would treat the Pacific Union Conference as a member. This called out complaints regarding the effort in behalf of Pacific Press after the earthquake. The brethren referred to statements made by the treasurer of the General Conference that this would probably be a small collection and then cited the fact that only $3,000 had been received from the East as a result of this collection.

"There was not time to present to them some things which I hope to present in a letter I shall write tomorrow to Elder Cottrell, Elder Knox, and Brother C. H. Jones.

"The brethren argued that the Pacific Press' destruction came before you had launched the call for $150,000 for the South and Washington and that the consideration of our situation would naturally suggest delay, reconsideration, and incorporation of Pacific Press in this call. I told them I was sure they did not realize the time and labor required to get such a proposition before the people, and I thought we ought not to criticize. I suggested that we take our position to do our part and then request the General Conference Committee to take into consideration the necessities of Pacific Press. I think it was informally agreed to by a majority that a letter should be written to you, saying that the Pacific Union Conference would take its share of the $150,000 fund, providing that Pacific Press was taken into consideration. I plead that the one should not be contingent on the other, but that the two propositions should go to you side by side. The majority said that would not be right and that the proposition of help for the Pacific Coast should be agreed to before Pacific Union Conference promises to take its per capita of the $150,000 fund.

"It seems to me, Brother Daniells, that you ought to come West and have a counsel with these brethren or call for a council at the Colorado campmeeting. If I believed you could get the leading men from the Pacific Coast to the
Colorado campmeeting, I should like to see you call a meeting of the General Conference Committee there. It would be good for Colorado. But I do not think our Pacific Coast men would go; therefore I advise you to bring a few clear-headed financiers with you and have a council in Oakland or Mountain View.

"We can not afford to have any break in our work now. We can not afford to have any confusion or any tug of war between the East and the West.

"The enemy has tied us up for a year or two by making it appear that there was a tug of war between Washington and the South, and now just when that is done away he would like to work up a real conflict between the East and the West. We can not afford it."--W. C. White to A. G. Daniells, Aug. 14, 1906. RG 11, Incoming Letters, 1906-W, fld. 2.

ORGANIZATIONAL ABUSE AFTER REORGANIZATION: "For some months Mother has been instructed to protest against the growing tendency of our Conf. Officers to become dictatorial in their dealings with their brethren. No doubt she will speak very plainly when the time comes for her to speak. Can we avert a crisis?"--W. C. White to A. G. Daniells, Jan. 11, 1907, p. s. RG 11, Incoming Letters, 1907-W, fld. 1.

W. C. WHITE AND "REGULAR CHANNELS": "It is my conviction that our people have given much more money than is recorded in the 'Review.' This is probably tied up in the hands of our secretaries, and while all our people are crying regular channels, regular channels, regular channels, I think something should be done to clear these regular channels so that money will not be so long in getting to its destination. I think you will have to apply a suction pump from headquarters and get things to moving through the 'regular channels' if you want things to continue running in that way."--W. C. White to Treasurer of General Conference [I. H. Evans], Jan. 16, 1907, pp. 1-2. RG 11, Incoming Letters, 1907-W, fld. 1.

FAILURE OF SYSTEM OF VARIOUS LOCATIONS FOR GC DEPARTMENTS [?]: "I am inclined to believe that the way matters are turning that our publication department can do much more efficient work if the secretary's office is in Washington, and I am ready to do whatever I can to strengthen the work if it shall be transferred there. If it is desired that the three or four members representing the general field shall be residents of Washington or Takoma Park, I will resign membership, if my brethren think best, so that some one who is on the ground can take my place."--W. C. White to E. R. Palmer, Jan. 16, 1907. RG 11, Incoming Letters, 1907-W, fld. 1.

"When I reached home, I found a copy of your letter to Jones and Palmer, regarding the transfer of the office of the publication department to Washington. I think I can appreciate the reasons which you offer for wishing to have this department located near the offices of the General Conference Committee. I have often gone over this ground in my mind and gave regretted that those who have been acting a leading part in this department were tied by various reasons to the Pacific Coast."--A. G. Daniells to W. C. White, Jan. 17, 1907, pp. 8-9. RG 11, Incoming Letters, 1907-W, fld. 1.
LOCAL RESOLUTION OF CONTROVERSIAL SITUATIONS: "I am hoping that you will heartily concur in the plan to have the Tabernacle deeded to the West Michigan Conference Association. This places the burden of business or controversy, whichever it may prove to be, with the West Michigan Conference who are near at hand and relieves the General Conference men from an unpleasant controversy which would be of little benefit to our general cause."--W. C. White to A. G. Daniells, Jan. 21, 1907. RG 11, Incoming Letters, 1907-W, fld. 1.

DOES A CONFERENCE CONSTITUENCY SPELL DOOM?: "Heretofore Battle Creek has sent [Boulder Sanitarium] many patients every year. When patients have tired of staying there, or have desired another climate, they have sent them to us here. But according to our best knowledge and information, instead of recommending any to come to us, they have followed the opposite policy ever since the institution was reorganized [as a conference institution]. You will observe that all of our Sanitariums aside from the Washington Sanitarium and this one here are advertised in the Good Health [publication]. They will not carry ads from us. Before this institution was reorganized, Dr. Kellogg warned us that a conference constituency meant its ruin, and there seems to be a purpose to bring about the fulfillment of his prophecy if possible."--F. M. Wilcox to A. G. Daniells, I. H. Evans, W. C. White, Jan. 27, 1907, pp. 1-2. RG 11, Incoming Letters, 1907-W, fld. 1.

W. C. WHITE AND "REGULAR CHANNELS OR STAGNANT POOLS": "You say, 'Just at this juncture of our work when everybody is attacking our organized work, it appears to me that we should remedy every evil and place our organization in as effective condition for steady operation as possible.' And further on you say, 'I think your mother and every one who loves this work, in order to save it from its pretended friends, should lift their voices in behalf of the organized agencies for carrying on the work and to help to remove any obstructive agencies that may hinder the effectiveness of what we have in operation.'

"It is my belief that it is in harmony with a desire on the part of our Master that this very thing shall be done, that He has sent to Mother so many warnings and protests against incorrect methods of handling funds and incorrect ways of looking upon enterprises God has accepted and blessed, but which some of our brethren persist in treating as irregular, and I believe it is in harmony with this same desire that warnings and cautions have been sent to us regarding arbitrary, round-about methods of handling funds.

"It seems to me, Brother Evans, that you stand where Rehoboam stood. He represented the chosen family appointed of God to rule the chosen nation of the earth. He was surrounded by everything that was regular, that was sacred in the eyes of the people, and he was appealed to to correct certain evils. If he had humbled himself to the work and given it the attention which it deserved, he could have preserved a united nation. But he preferred to believe that the reverence of the people for the institutions which he represented was so strong that they would stand by the royal family without any assurance that evils would be investigated and corrected. It is my desire and purpose to stand by the regular channels and in order that we may understand each other when we use this term, I think we must admit that a stagnant pool is not a channel, and when our state treasurers, for any reason, permit money that is needed in important enterprises to rest idle in their banks, that
they are acting irregularly and they cease to be regular channels. Secondly, there may be more than one regular channel, and the term 'regular channel' does not necessarily mean the most round-about and time-killing method that can be adopted.

"For the majority of our people who have small contributions, the most convenient method is to pay their money to the church treasurer and let it pass to the state treasurer, the Union Conference treasurer, the General Conference treasurer and from him to the enterprise for which it was given.

"For persons of means, making large donations or even small donations, from business men who are accustomed to sending money by bank draft or post-office order to parties with whom they are doing business, I believe it is just as regular a channel for them to send their remittance direct to the treasurer of the enterprise that they wish to help or the treasurer of the Union Conference in which that enterprise is operated.

"When people ask me about making remittances to the Huntsville school or Takoma Park Sanitarium or the Avondale Press, I say to them, You can send a draft direct to the treasurer of the institution, or if you prefer you can send a draft to the treasurer of the Union Conference in which the institution is located; or if you prefer, to can pay it to your church treasurer and let him forward it with other moneys going the same way. The latter plan will take a little more time. By either plan it will surely reach the enterprise you wish to be benefited.

"Now my claim is that these are regular channels, but I see a sentiment growing that there is danger of censure from the minister or the Conference officers if the gift does not go the longest and slowest route.

"The gift made by one of our brethren in the North for a southern institution, which required nine months to reach its destination, might have reached them in two weeks and would have been of service during eight months and two weeks, and I wish to ask you if it would have been a violation of correct methods if the party making the gift had chosen to send it direct.

"There was more than one way to get from Egypt to Canaan. By one route the journey could have been made in less than forty days, but a route was chosen which took much longer. Were they not both regular?"--W. C. White to I. H. Evans, Feb. 19, 1907, pp. 2-4. RG 11, Incoming Letters, 1907-W, fld. 1.

CONTINUING ORGANIZATIONAL STRUGGLE, 1907: "I am quite interested in the turn things are taking in this Battle Creek movement. It seems now by what we can see that they are expecting and advocating independent church action in everything which of course does away with all organization of every kind. Elder Jones' article in the Medical Missionary clearly leads that way and I presume that the old battle of no organization will have to be fought over again. We had this matter before our conference committee at this session and I earnestly asked the presidents to instruct their churches most carefully on the principles of organization and church order. While a few might become dissatisfied and led off, I do not believe that any great number of our people will be led away with this silly move."--W. B. White [President, North Pacific Union] to A. G. Daniells, Mar. 8, 1907, p. 4. RG 11, Incoming Letters, 1907-W, fld. 1.

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"YOKES OF BONDAGE AND DICTATORIAL INFLUENCES" AFTER REORGANIZATION: "Our two weeks of very strenuous experience at the Los Angeles C-M [campmeeting] is over. It was a hard tug. Apparently but little was accomplished. But in fact a beginning was made in the breaking of yokes of bondage, and in weakening the dictatorial influences."--W. C. White to A. G. Daniells, Sept. 4, 1907. RG 11, Incoming Letters, 1907-W, fld. 2.