

409

DOCUMENTS ON
DEPARTMENTAL ORGANIZATION
1898-1907

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September, 1986

+ 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, LSSP-96, "Extracts on Foreign Fields," Special Testimonies, 1899, pp. 8-12.++

+ 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.++

+ INSTITUTIONAL 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."--7T, pp. 171-74.++

+ 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.++

+ "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."--[EGW] April 1, 1901, MR 1028, pp. 2-3.++

+ 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."--[EGW] April 1, 1901, MR 1028, p. 4.++

+ 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."--[EGW] April 1, 1901, MR 1028, pp. 14-5.++

+ 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.++

+ 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.++

+ 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.++

+ 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.++

+ 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.++

+ 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.++

+ 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. [1901 Steno notes]++

+ 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.++

+ 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."--ECCB, p. 2.++

+ 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.++

+ 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.++

+ 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.++

+ 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.++

+ 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.++

+ 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. [Steno report]++

+ 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. [Steno report]++ + 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 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 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. [Steno report]++

+ 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. [Steno report]++

+ 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. [Steno report]++

+ 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. [Steno report]++

+ 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. [Steno report]++

+ 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. [GCC]++

+ 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 71d. [EGW]++

+ 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.++

+ 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 sanitariaums, 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 auxilliary 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 sanitaria, 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 sanitaria, 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."-- W. C. White to F. E. Braucht, n.d. [1900] "Copy for G.A.I." bound in Special Testimonies, 1898-1900, pp. 319-20.++

+ 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.++

+ 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.++

+ 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.++

+ 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.++

+ 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.++

+ 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.++

+ 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, 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.

"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-++

+ 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.++

+ 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.++

+ "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.++

+ 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.++

+ 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.++

+ 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.++

+ 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 movementation."]]

"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 thto 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.++

+ 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.++

+ 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.++