

DOCUMENTS ON
UNION CONFERENCES
1886-1905

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

+ SUGGESTIONS FOR LOCAL OVERSEAS ADMINISTRATION OF THE WORK [HINTS OF UNION AND DEPARTMENTAL-TYPE ORGANIZATION]: "There are general matters about which it will be necessary to consult the business men in Battle Creek, but a few men in that place should not be depended on to pass resolutions with reference to local affairs in countries of which they know nothing. They are not on the ground, and they cannot take in the situation. The Lord is willing to lead His ministers and missionaries in distant countries. He is willing to guide them in the superintendence of their work. . . . Distant conferences should not be compelled to depend upon Battle Creek to manage for them. In every country men should be appointed to assist the presidents of the different conferences. . . .

"Separate councils of administration should be appointed. These councils should exercise supervision over the work where sanitariums and schools are being established, and wherever important interests are located. Those who are accepted as members of these councils, as being men capable of taking an active interest in the instrumentalities for the advancement of the work and cause of God, should be allowed to work. It is not in the order of God that men, supposed to be men of mind and judgment, should lay aside the privilege of acting for themselves, to depend on the decisions of the councils at Battle Creek. If the Lord has located His sanctuary at Battle Creek and in no other place, it is right and sensible to refer all questions to that place. But we know that He presides over every portion of His moral vineyard. To every man, according to his ability, He has given work, and this work is to be done.

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

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

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

+ "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] MR 1028, pp. 2-3.++

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

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

"Such being the case, we believe that a more complete and independent organization of the work in this field, if sanctioned and approved by the General Conference, will result in great benefit to the work-- . . .

"In view of this, we suggest that the delegates present take up and act upon the recommendation of the thirty-second session of the General Conference relating to the organization of Union Conferences, which reads as follows:--

"That Union Conferences be organized in Europe and America, as soon as deemed advisable, and that these Union Conferences hold biennial sessions, alternating with the General Conference." [GCB, 1897, p. 215]. . . . Adopted at a meeting of delegates and representative brethren from the Southern States held in the east vestry of the Tabernacle, April 4, 1901."-- 1901 GCB, p. 67.++

+ ELLEN WHITE ENDORSEMENT OF PROPOSAL REGARDING SOUTHERN UNION: "In regard to the work in the South, the arrangements which are being made for that field are in accordance with the light which has been given me. God desires the Southern field to have a conference [Union] of its own. The work there must be done on different lines from the work in any other field. The laborers there will have to work on peculiar lines, nevertheless the work will be done. The Southern field must be organized into a Conference. . . . The workers in the South are not to depend upon the Conference at Battle Creek. . . . I want to tell you that I feel hopeful in God regarding this proposition concerning the Southern work. . . . We want to understand that there are no gods in our Conference. There are to be no kings here, and no kings in any Conference that is formed. 'All ye are brethren.' . . . New Conferences must be formed. It was in the order of God that the Union Conference was organized in Australasia. The Lord God of Israel will link us together. The organizing of new Conferences is not to separate us. It is to bind us together. . . . Remember that God can give wisdom to those who handle His work. It is not necessary to send thousands of miles to Battle Creek for advice, and then have to wait weeks before an answer can be received. Those who are right on the ground are to decide what shall be done. . . . We must break the bonds which have kept us from going forward."--EGW, 1901 GCB,

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

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

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

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

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

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

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

+ RECOMMENDATIONS DESIGNED TO UNIFY OVER-ALL WORK: "Your Committee on Organization present a partial report, recommending-- . . . 4. That in the framing of constitutions and working plans, provisions be made for the use by the district [Union] organizations that are strong financially, of such a part of their income only as is necessary for the administration of the district union Conferences, and that the plans be forwarded to the General Conference for the maintenance of its administration, and to assist weaker Conferences and missions."--1901 GCB, p. 139.++

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

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

"Heretofore there have been three boards--the General Conference Committee, the Foreign Mission Board, and the Medical Mission Board--all working on missionary lines. It seemed to observers that this was unfortunate. It appeared that instead of having three boards in the territory going here and there for workers and money to do nearly the same work, there should be but one general board. If it should be the General Conference Committee, let them take the field, and have a free hand. I hope the time

will come when the Medical Missionary Association, operating on missionary lines, will drop into this, and let the one board do for the entire field. I believe the day is near when only one grand, evangelical missionary board will occupy the field.

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

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

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

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

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

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

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

"I was never more astonished in my life than at the turn things have taken at this meeting. This is not our work. God has brought it about. Instruction regarding this was presented to me, but until the sum was worked out at this meeting, I could not comprehend this instruction. God's angels have been walking up and down in this congregation. I want every one of you to remember this, and I want you to remember also that God has said that He will heal the wounds of His people.

"Press together, press together. Let us be united in Christ. God is dishonored by disunion."--EGW, 1901 GCB, pp. 462-64.++

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

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

+ SUMMARY OF ORGANIZATIONAL CHANGES: "I have been asked to tell of the changes we have sought to effect in America. I cannot go into details very fully, but I can point out the end toward which we have tried to work. One end toward which we have been working is the distribution of responsibility. Some years ago there was a strong tendency toward centralization. You could see that in the work of the General Conference Association which gathered up so much property. . . . Thus the legal business of the denomination was centralized in the G.C.A. in Battle Creek.

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

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

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

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

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

+ 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.++

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

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

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

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

fields with the same needs. Then I would have this section in the United States work in behalf of these needy parts here, and visit them, and unite with the conferences in charge of those fields in getting hold of the needs and unite on a general policy, and then have them work through this country to get hold of the kind of men that these fields need and the money they require to prosecute their work. In addition, this committee will have a great problem on its hands to furnish supplies for the front.

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

+ 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.++

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

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

"A. T. Jones: That is what I mean. I accept it."--Mar. 27, pp. 22-3.
[Steno report]++

+ W. C. WHITE ON CENTRAL PURPOSE OF REORGANIZATION: "W. C. White: I believe that we should bear in mind the thought that Brother Jones has told us so many times with reference to reorganization. Our plan means that the General Conference is to press back upon the Union Conferences everything that

the Union Conferences can do; that the Union Conferences press back to the State Conference everything that the State Conference by itself can do; that the State Conferences press back to each church everything that that church itself can do. There are certain things that individuals need to cooperate in; therefore we have a church; some things that churches need to cooperate in, therefore we have a Conference; and so with Union Conferences and the General Conference. It is the purpose of those who have this work as a burden on their heart, to do everything possible to encourage men in the mission fields to take the burden, to carry the burden in those fields; but there are certain lines which require cooperation. There are certain lines in which cooperation means great economy; and that this cooperation may be effective, it is desired that one of the Secretaries of the Mission Board shall be commissioned to specially study this, so that the experience gained in one particular field may be utilized in other parts of the field, and that we may not have our brethren repeating all over the field mistakes which means loss of money, time, and influence."--April 11, pp. 16-7. [Steno report]++

+ SHARING OF UNION SURPLUS: "It was deemed expedient that the Chairman prepare a statement for the REVIEW AND HERALD, suggesting the advisability of Conferences able financially to do so, to assist the work in some of the Union Conferences that can not expect to raise an adequate amount of funds necessary to extend the work vigorously, as in the case of the Eastern Union Conference, with nearly half the population of the United States, and a church membership of only 8172."--April 28, 1901. [GCC]++

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

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

+ 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]++

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

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

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

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

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

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

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

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

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

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

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

"At the Oakland campmeeting it was proposed to divide the large California Conference into two conferences. This is a matter of great importance. In

many ways it will be for the advancement of the work. Workers in the southern part of California should not be obliged to wait for the action of committee men hundreds of miles away before proceeding with Conference work which all who are on the ground regard as essential. . . .

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

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

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

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

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

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

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

"Those who desire complete independence for the Southern California Conference are seeking for something different from what was intended in the separation of that Conference from the Northern Conference. In all the work done there is to be harmonious action. Those who have charge of the work in

Southern California are to make solid, intelligent advancement. But they are never to work in a way which says to their brethren, We want none of your counsel. We are capable of showing what we can do. We will show that we shall prosper if left to ourselves. My brethren, you are never to look upon the separation of the Conference in this light. This is not the way in which God works. The work done in one part of His vineyard is to be done with reference to the work in other parts of His vineyard. . . .

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

+ CONTINUING CONCERN OVER POWER AT GC LEVEL: "We are now to understand whether all our printing plants and all our sanitariums are to be under the control of the General Conference. I answer, Nay. It has been a necessity to organize Union Conferences, that the General Conference shall not exercise dictation over all the separate conferences. The power vested in the Conference is not to be centered in one man, or two men, or six men; there is to be a council of men over the separate divisions.

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

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

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

Conference, and the operations of the department should correspond in territory to that of the Union Conference.

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

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

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

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

"Each local conference should be encouraged to nominate, through its executive committee, the persons whom it regards most suitable for appointment on its various boards, and then if the union conference committee see reason for varying somewhat from this nomination, it is very likely to be for their benefit, and we trust that the disappointment would be cheerfully borne."-- W. C. White to F. E. Braucht, n.d. [1900] "Copy for G.A.I." bound in Special

+ 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.++

+ RELATIONSHIP OF GC TO UNIONS: "It will be best for all concerned to have the entire work in the Eastern Union Conference managed by that Conference. It does not seem to me that the General Conference should burden itself with details of fields with which it is not in close touch. The officers of the Eastern Union Conference are on the ground. They are acquainted with the laborers, and come in personal contact with them from time to time. They know

the needs of the field, and are better prepared to direct the laborers, audit their accounts, and attend to all the details, than the members of the General Conference Committee are. Therefore I think that after the present quarter, these laborers should all be supplied with blanks by the Secretary of the Eastern Union Conference, with instruction to report to him. Their accounts should be audited by your Conference, and all monies paid to them should be forwarded by your treasurer.

"I would like to suggest the following for your consideration: You are aware that in the past, the General Conference has managed the work in certain territories in North America, and counted those fields as mission fields. This has been true of the Maritime Provinces, Newfoundland, the Southern States, and certain territories in the West. We are now placing this mission territory, as far as possible, in the Union Conferences that have been organized. The Pacific Conference takes the territories in the West. The Southern Union Conference embraces all the States that have been reckoned as General Conference mission fields. The Northwestern Union Conference takes Manitoba; and I understand that everything in the Eastern Union Conference, including the Provinces and Newfoundland, belongs to your Union Conference. Now it will be necessary for the Southern Union Conference and the Eastern Union Conference to have help in maintaining their work. A definite arrangement has been made with the Southern Union Conference. Help must be given the Eastern Conference. Now inasmuch as the tithes of the General Conference will be materially reduced by the reorganization of the field, and inasmuch as the scope of the Mission Board now includes the work at home as well as abroad, it seems to me that the General Conference should turn all dealings with this mission territory over to the Mission Board. That is to say, the Mission Board should be asked to supply the funds that must be sent to the Southern and Eastern Union Conferences to assist them in maintaining their work. The correspondence and management of all details should be between the officers of the Mission Board and the officers of the Union Conferences. The General Conference should step out and be free from the whole thing. This will give the Mission Board the entire field for the raising of funds for missionary purposes, and it will classify our work better than it has been, by having the Mission Board deal with all mission fields, instead of dealing alone with foreign fields and the General Conference carry home mission fields."--A. G. Daniells to H. W. Cottrell, June 17, 1901.
RG 11, Bk. 23, pp. 308-09.++

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

write some articles on this line, I believe the people would read them with a great deal of interest."--A. G. Daniells to W. C. White, June 19, 1901. RG 11, Bk. 23, pp. 357-58.++

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

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

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

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

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

"3. That the European General Conference Committee supply the General Conference Committee and Mission Board with full details regarding the

movements of the laborers, the results of their work, and the allowances determined by the auditors.

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

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

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

"If I understand your letter, this is your proposal. Personally, it meets by mind exactly. This is the program I have been placing before our brethren in Australasia, South America, and South Africa. The Mission Board has asked the Australasian Union Conference to take the general oversight of the Polynesian Mission Field. We have requested them to direct the laborers in that field as they think best. We have also requested them to send to the Mission Board their requests for laborers and funds, and to supply the Board with detailed statements of their management. This will keep us acquainted with the movements of laborers, the results of their work, the wages they receive, and the expenses of each separate mission station. With this information, we can place the situation--the needs and openings of each field--clearly before our people in our efforts to secure money and laborers for the development of their work. It seems to me that this is the real mission of the Mission Board. It is folly for us to attempt to look after details in these far-off lands. The brethren nearest at hand must do this, and keep us fully informed as to what is being done. This will enable us to keep the picture clearly before our people, and secure the needed help."-- Ibid., pp. 7-8.++

+ DANIELLS GENERAL VIEW OF CHURCH ORGANIZATION--MEMBER-DELEGATE IDEA: "I am satisfied that the Spirit of God can do much more in a field that is properly organized, than it can where all is confusion. Everything that our eyes rest upon teaches us that God is a God of order. All that He has done is placed under the law of the most perfect organization. The church is His own direct spiritual organization, and its perfection as an organization is represented by the human body. There is nothing in the universe more wonderfully and beautifully arranged than the human body, and as this is used by the Lord to illustrate the church which He has organized, we can see that this spiritual organization is the most complete, the most wonderful and beautiful of any organization of human beings on earth. My idea is that all Conference organization ought to be simply the development or enlargement of the church. As the church is a group of reorganized individuals, the Conference is simply a group of organized churches. The Union Conference is a group of organized Conferences; and the General Conference is a group of organized Union Conferences. This takes in the world. The one simple idea governs all. It extends from a single individual to the wide world. The study of this question has led me to believe that the time is not far distant when our representation of the churches in the State Conferences will be changed. I do not believe that we shall long continue to elect delegates from the churches, but that we shall take the position that any member of any church in a State is, by virtue of that membership, entitled to be a member of the Conference when in session, providing he is present.

"At the Wisconsin campmeeting [1901 Conference membership was 3200], they

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

+ "ADVISORY" ROLE OF GC: "In the United States we are now organizing six large union conferences, that will be as separate, distinct, and complete as in the Australasian Union Conference. Each one will have its officers, its institutions, and its definite territory. Each will have its own staff of workers, and will direct them as the Lord may direct. According to this plan the General Conference and the Mission Board will ultimately be left quite free from perplexing details. This will enable them to take the position of general advisory boards."--A. G. Daniells to J. J. Wessels, July 15, 1901. RG 11, Bk. 24, p. 45.++

+ 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.++

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

[Regarding organization of European General Conference] Elder Conradi is president of this, and Elder Olsen is secretary. Brother Sisley is treasurer. London is to be the headquarters. This Conference has supervision over the entire work in Great Britain and Europe, including, of course, Scandinavia. I believe the general plan they have followed is right, and so far as I can learn, they have done good work in carrying out the details. They all write most encouragingly and enthusiastically regarding the outlook. Professor Prescott tells me that harmony and good cheer have prevailed everywhere this summer. Already they are being drawn closer together, and new life is manifesting itself. Now I want to see this work carried forward in Africa, South America, and the West Indies. These brethren have been sending their problems to Battle Creek long enough. They must cease to look to Jerusalem for everything, and must get light for themselves, and as far as possible manage and support their own work. Of course the General Conference, through its various departments, must always foster the work in all parts of the world, but it can not be the brains, and conscience, and mouth-piece for our brethren in these different countries. From the West Indies, South America, and other mission fields, they are sending us hundreds of little trifling matters with which we ought not to have anything to do. They can just as well settle them on the ground among themselves. This will save delay to them, give them a good experience, and save our energies for something better. This is the doctrine I am preaching all the time. I am trying to put it in a way that will not lead to disunion, and an independence that will destroy all appreciation of counseling with brethren. I think that in the past some of our brethren who have tried to correct evils, have presented matters in a way

that has made it appear to be opposed to organization, and has led certain independent spirits to be altogether too independent. While we must encourage every worker to think for himself, and to get light from the Lord for himself, we must not encourage him to become such a separate unit as to have no connection with anybody else, and to despise counsel."--A. G. Daniells to E. R. Palmer, Aug. 28, 1901. RG 11, Bk. 24, pp. 305-08.++

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

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

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

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

+ VARIATION IN REORGANIZATION SPECIFICS: "You may be interested to know that Mother attended the Los Angeles campmeeting, in which the churches of Southern California were organized into a separate Conference. They have about one

thousand membership, a good corps of laborers, and a most promising field for work--especially a most encouraging field for medical missions.

"This new Conference is now passing through the experience which many of our older Conferences have had, of desiring to take control of all lines of work within its borders, such as medical missions, sanitariums, schools, the food business, etc.; and Mother has been writing many things to help them to see and understand their proper relation to the other Conferences in the District [Union], and to these enterprises in which they are so much interested. While at the campmeeting she counseled them that it was best that the sanitarium and health food work should remain under the control of the California Medical Missionary Association. According to the instruction given her, it is not for the best interests of educational, medical, or publishing work to be all under the control of one committee or board; neither is it best for each individual Conference to feel free to establish schools, sanitariums, and publishing houses without counsel and the cooperation of sister Conferences. Her advice is that our Union Conferences shall be strengthened, and that each Conference in the Union shall secure the counsel and cooperation of the sister Conferences in the Union in the establishment and conducting of institutional work."--W. C. White to William Ostrander, Sept. 13, 1901, pp. 1-2. RG 9, WCW 2.++

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

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

"While this council of the General Conference Committee is in session, I would suggest a council of the Pacific Union Conference Committee, and would propose that most of the meetings be open and attended by the members of both committees. I think this would be a valuable education both to the members of the Union Conference Committee as regards the general work, and to the members of the General Conference Committee as regards the work on the Pacific Coast.

"The next council might be held in the Mississippi Valley, or at some point convenient for the Executive Committees of Districts 3, 4, and 5. The third council might be held on the Atlantic Coast, so far south as to accommodate the committeemen from District No. 2, as well as those from No. 1. A fourth might be held in Europe.

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

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

+ DISTRIBUTION OF RESPONSIBILITIES: "Brother Haskell had come to the conclusion that the best way to meet the present difficulty would be to cut Greater New York off from the Atlantic Conference, and make it General Conference mission territory. Although I was exceedingly anxious to see the work prosper in that great city, yet I could not see much light in Brother Haskell's proposal. In the first place, I do not believe it is right for the General Conference to take up these local burdens. In the reorganization of our work, we have succeeded in placing the details of the work in every Union Conference in the hands of the brethren who are located on the ground, and who know far better how to deal with the problems which confront them than the members of the General Conference do. Again, by this means we distribute the responsibilities and burdens, placing them upon many shoulders instead of upon the shoulders of a few.

"If we begin to make exceptions, and take cities and patches of territory that seem to have 'peculiar' circumstances surrounding them, there will be no end to the trouble we shall take upon ourselves. It will not be long until peculiar men, and peculiar territory here in the United States, will be absorbing the attention and the energies of the General Conference Committee to such an extent that we will be unable to deal with the world problems that ought to receive our attention."--A. G. Daniells to A. T. Jones, Sept. 23, 1901. RG 11, Bk. 24, pp. 425-26.++

+ INFREQUENCY OF GCC MEETINGS IN 1901: "I have read with care all that you say with reference to the Spring council of the General Conference Committee. Before your letter came, I had had several interviews with the members of the General Conference Committee who are located in Battle Creek, with reference to having an important council of the committee this fall. There are many reasons why as many as possible ought to come together before the winter. After giving the matter careful consideration, the members of the committee who are here voted to call a council for October 23 to November 3. I will

enclose a letter which I have addressed to the members of the General Conference Committee. If this meeting is held this fall, it does not appear to me that it will be necessary to hold a meeting of the Committee next spring. So much of our work is now transferred to Union Conferences,--and the most of these will hold their biennial sessions next spring,--that there will not be a demand, so far as I can see, for holding a meeting of the General Conference Committee."--Ibid., p. 431. [RG 11, Bk 24]++

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

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

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

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

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

"1. Arrange as quickly as possible for the General Conference

headquarters to be located in Washington, D.C. . . .

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

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

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

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

"16. In everything move forward quietly and with rapidity, following the Lord's instruction about the building up and management of institutions."--W. C. White to "Dear Brethren," June 27, 1903. RG 11, Incoming Letters, 1903-W, fld. 1.++

+ GC TO AVOID OVERSHADOWING UNIONS: "We must be careful not to overshadow our Union Conferences by a large general gathering in Washington. We must be careful not to take the work of the Union Conferences out of their hands and treat it in this General Conference council. We must do everything in our power to emphasize the importance of these Union Conferences, and to help their officers to feel the responsibility of their work."--W. C. White to A. G. Daniells, Sept. 22, 1903, p. 3. 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.++

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

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

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

"It is by the development of this plan that we shall save the unnecessary and profitless travelling from one end of the earth to the other, passing by good schools to find the one furthestest away from the student's home. I understand that this principle, understood and applied, will lead the General Conference Committee to relate itself to the work in Washington in exactly the same way that it will relate itself to the work in Nashville, New York,

Chicago, and San Francisco. Thus it can maintain the same impartial attitude toward medical institutions and work that it does toward educational and publishing institutions and work.

"Of course, students will go from one part of the country to another to take post-graduate courses and to get additional experience, but we must so develop the work that the first and the principal part of the education in each and all lines will be taken by students in their own Union Conferences. According to this proposition, our work in Washington will be principally for the people of the Atlantic Union Conference, and this work should be organized and directed in connection with and under the fostering care and guidance of the Atlantic Union Conference."--W. C. White to A. G. Daniells, Oct. 4, 1903, pp. 8-9. RG 11, Incoming Letters, 1903-W, fld. 1.++

+ FOCUS UPON UNION MANAGEMENT OF INSTITUTIONAL WORK: "The work outlined for Washington, Mother tells me, is a sample of the work to be carried forward in each Union Conference, under the united efforts of the Conference managers, the school men, and the medical workers, working in perfect harmony. Mother tells me that it is not her thought that the Washington school is to be established as a rival of the work in Battle Creek or that it is to assume responsibilities and place itself before the world in a way to arouse the jealousy of the workers in Battle Creek or other places. The Washington school is not to make an effort to call students from all parts of the United States, but is to be primarily and principally for the education of workers in the Atlantic Union Conference. It is to set an example before the world of ministers and physicians and teachers uniting to develop medical missionary evangelists and thus it is to set an example for each of the Union Conferences to engage in the same work.

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

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

+ W. C. WHITE VERSUS GC INSTITUTIONS: "I expect that in your councils you will decide to organize Union Conference Medical Associations so that the medical work can be built up in each Union Conference, and so that the occasion for strife may be removed which would certainly exist if the General Conference Committee should engage in the work of developing and managing medical enterprises in Washington, which were to be worldwide in their field of operation. They will be worldwide in their influence, as is also our work here in California, in Australia, and in England. But they must not be opened on a plan which will open the way for the Battle Creek people to defend themselves in their effort to gather young people from every quarter of the globe. The work in Washington must be primarily for our people in the Atlantic Union Conference. Then we must go to Nashville, to College View, to

Minneapolis, and to similar points in the southwest and establish centers in our Union Conferences for organized medical work which may be conducted in perfect harmony with the Union Conference work, and be supported in part by Union Conference funds. . . . Our quickest and best way to settle this whole controversy is to develop strong rallying centers in each Conference; to develop training work in each field, and thus discourage the habit of sending our students so far away from their homes."--W. C. White to A. G. Daniells, Oct. 13, 1903, pp. 2-3. RG 11, Incoming Letters, 1903-W, fld. 1.++

+ 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.++

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

+ MANY CENTERS TO TESTIFY AGAINST CENTRALIZATION: [Mother] "told me that I might write to you that our first work is to labor with all our power to build up, that we must study the instruction the Lord has given us about the establishment of centers in many places, and that we must work wisely and energetically to build up the work in these places. . . .

"Not only at Takoma Park, but at other places, such as Boulder, College View, and Nashville, should we put forth vigorous efforts just now to strengthen the hands of our brethren, and to get the work in such a position that the youth in our Union Conferences can be trained in their own territory.

"When we get these training centers strengthened, then we can show our people more easily than now the evils which come from robbing a field of its young people by taking them long distances for their education, and we can meet the evil tendencies of the Battle Creek movement by showing that there is a better way, and a way that is not only right, but is satisfactory. We must take a course by which we can reach the judgment of our people and show them that the General Conference is building up the work on right lines, and then when the enemies of this work make inroads upon it for the sake of gathering our youth to one center, we can show that this is not only contrary to the testimonies, contrary to their best interests, but that it is unnecessary.

"And while we are working to build up these centers, we must testify wisely, earnestly, and emphatically against the evils of centralization. . . .

"If I read the warnings in the testimonies aright, I find in them a decided intimation that if the ambitious work of trying to make Battle Creek a great center of influence is carried forward that something will happen to open the eyes of those who have been blindly engaged in this work. I know not

what it is, but I believe it will be something decisive."--W. C. White to A. G. Daniells, Oct. 23, 1905, pp. 2-3, 6. RG 11, Incoming Letters, 1905-W.++

+ REMAINING LOYAL DESPITE ERRORS: "The Pacific Press stands loyal to the General Conference, and those at the head of it at Washington. They are fallible men, they may have made mistakes, in other words, may not have done just as I would have done; yet I believe they are men of God, that they have true purpose of heart; that they are, under God, at the head of this work in the earth. I do not, dear brother, believe that many of the criticisms brought against them are true or just. The Religious Liberty Department may not stand where it should. Certainly Colcord did not at the last General Conference. But that I do not lay to Brother Daniells or his stronger associates on the Committee. First, because they were so burdened with other things, some of them burdens which should never have come at all; and, secondly, because Brethren Daniells, Prescott, and Spicer, etc. were and are putting forth their best efforts to turn the attention of the General Conference to the work in foreign lands and leave the questions in this country to the Union Conferences. This adjustment is not yet complete. There are many things which work against it."--M. C. Wilcox to A. T. Jones, Dec. 15, 1905, p. 2, copy with Wilcox to A. G. Daniells, Dec. 17, 1905. RG 11, Incoming Letters, 1905-W.++