

THE NEW ORPHAN: YOUTH SABBATH SCHOOL

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Youth Sabbath School: Its Importance and Neglect

The theme for the Andrews University 180° Symposium in 2017 is “Sabbath School Matters.” Youth Sabbath School serves as the primary venue for youth ministry in a local church. Indeed it matters. While some adults may see its purpose to provide religious education for the youth, anecdotal responses typically indicate that young people attend primarily to see their friends—a social motivation.

With 52 sessions each year, nothing else compares to its frequency. Perhaps for the same reason it’s difficult to create and maintain a vibrant Youth Sabbath School. It requires commitment, time, money, and follow through. It’s easy to run short on any of these vital elements. As a result, Youth Sabbath School leaders often have to revert to lectures when youth gather rather than utilizing discussion or involvement. They burn out or get discouraged by poor attendance and potential criticism from concerned adults who judge from a distance. This makes it easy to quit and hard to recruit a replacement. With little training, resourcing, or support, Youth Sabbath School rarely registers as a “must experience” for young people. Pastors, the paid professionals who serve as spiritual leaders for a congregation, at times do not attend Sabbath School, which models a lack of involvement. Many parents don’t do much better.

Support for Sabbath School

In 1889, Ellen White wrote, “The Sabbath School, when rightly managed, possesses marvelous power, and is adapted to doing a great work, but it is not now what it may and should be. The influence growing out of Sabbath school work should improve and enlarge the church.”¹ She also wrote, “The Sabbath School work is important, and all who are interested in the truth should endeavor to make it prosperous.”² Few would argue with these statements, but fewer seem to follow them.

Frederick Sharp emphasized the importance of Sabbath School for the vitality of the church, including young people. Sharp wrote in *Ministry Magazine*,

No other department of our organization offers greater possibilities for the growth and prosperity of the church—spiritually, numerically, and financially—than does the Sabbath school. It is through the Sabbath school that men and women, as well as youth, are enabled to develop the ability to tell the message to others and become personal workers for the Master. There they also learn how to sacrifice and give financial support to the mission work.”³

But Sharp wrote this in 1943. Current articles promoting Sabbath School are not common.

Francis Scott paired Sabbath School with the evangelistic effort of the church. He compared the short-term impact of an evangelistic series with the long-term shaping and transformation through Sabbath School. He claimed that Sabbath School is the most effectual means of winning souls.⁴ But that was in 1957.

For something more recent, notice the title found in the *Adventist Review* “Why Attend Sabbath School?”⁵ Sandra Blackmer reported that when she asked current church members why they attend, most told of ways Sabbath School blessed them, but some admitted they seldom attend. The reasons gleaned from these members focused on personal spiritual understanding, but hardly any reference to evangelism. Blackmer’s article concluded with: “So what about this week’s Sabbath School—will you be there?”⁶ The answer for 75 percent of baptized SDA adults in North America, is, “No.”⁷ But that is only an estimate since records on Sabbath School attendance are no longer taken in North America. This low participation stands in contrast to 1926 when the SDA Church had more Sabbath School members than church members.⁸

Dave Edgren blogged a positive endorsement of Sabbath School, identifying it as the backbone of the early Adventist Church. But he claimed Sabbath School is no longer vibrant in many local churches due to a lecture-style rather than discussion, and because the four purposes of Sabbath School have been lost or forgotten. He identified these four purposes as: Bible study, fellowship, local outreach, and world mission.⁹

Sabbath School seems to be off the radar of most Adventists in North America, or languishing. An estimated 25 percent of Adventists in North America attend Adult Sabbath School on any given Sabbath.¹⁰ We consider that a generous estimate.¹¹ There are no published estimates for Youth Sabbath School attendance. Although nobody is suggesting Sabbath School should be eliminated, based on the decreasing participation, it doesn’t seem to be a priority.

The Role of Youth Sabbath School

Just as the church worship service functions as the primary gathering for the congregation as a whole, Youth Sabbath School functions as the primary gathering for young people. Congregations that meet all day on Sabbath for a variety of meetings, meals, and fellowship, might point to the AY meeting (Adventist Youth) or the *Sociedad de Jovenes* (Youth Society) meeting that takes place on Sabbath afternoon. But these take place in only a minority of churches in North America.¹² Sometimes they simply place young people on the platform to mirror adult behaviors. Others use this opportunity for adults named as “youth leaders” to lecture young people on the values and actions expected by God and the church. Still others utilize the time as a filler, relying on games of Bible trivia and quizzes where few young people shine or thrive.

Attendance for a youth meeting rarely compares to the main worship service. Socio-economic status seems to make a difference, with strong attendance by the lower classes who have no other options on Sabbath. Those who are middle class often opt to go elsewhere until eventually a congregation reduces the frequency of the Sabbath afternoon youth meeting. This might be replaced with an occasional Friday evening “vespers,” but it often becomes a “hit-and-miss” experience.

Some look to Pathfinders as the major youth ministry for a congregation. In some churches this could be true. But Pathfinders begins in the junior years (ages 10–12). When a person enters adolescence, leaving Pathfinders behind often becomes a rite of passage. Those who remain might do so because of an attraction to a hierarchical orientation, a leader that young people want to continue to follow, or a special activity that has significant pull (such as marching competitions, drum corps, Oshkosh International Camporee, or lots of honor badges and awards).

Most churches don't have a weekly youth meeting. If they do, it's probably youth Sabbath School. But that's no guarantee that it fares better than a diminishing Sabbath afternoon youth meeting. If a Youth Sabbath School begins on time, few are present, which mirrors the Adult Sabbath School. Leadership may be spotty and transitory, or stuck in a rut. The quality can't compete with readily available entertainment most young people have on their phones. Resourcing and training usually are non-existent.

Because most Seventh-day Adventist Churches have a Sabbath School at least for adults, this built-in time frame provides a weekly opportunity to capitalize on an age-related ministry such as youth ministry. The data in this report indicate maybe half of the Adventist churches in North America have a Youth Sabbath School, although few would see it as the strongest ministry in their congregation as a whole.

Pastors Give Their Indirect Input

The North American Division Youth Department sponsored "Mission Lifeguard" from 2014–2015. This initiative focused on reaching out to missing youth and young adults who no longer participated in Seventh-day Adventist churches.¹³ While the primary purpose of the phone calls was to help local churches reach out to missing young people, some data collection was inevitable to create strategies for youth and young adult ministry in local churches. This also created fodder for prayer.¹⁴

When searching for youth ministry programming offered at the local church, slightly more than half (52%) of the pastors didn't report anything. This may have been because that wasn't part of the interaction regarding reaching out to missing young people, or because there was no response from the pastor or congregation after four attempts (phone calls, emails, etc.) to make contact.¹⁵ If we limit our data to the remaining 48% (963) of the 2,015 congregations contacted, here are the most common programs for young people in those churches (see table 1).

Based on this data, just over half of the churches who responded have a youth Sabbath School. Less than a fourth have an AY or *Sociedad de Jovenes* or Vespers gathering. A mere 16% reported having a Teen Pathfinder club, and only 6% had something for youth evangelism. This might not be true in your

specific congregation, but it provides an overview for North America, with input from all nine unions within the North American Division.

Youth Ministry Programs at Local Churches in NAD 2014-2015	
54%	Youth Sabbath School
35%	Nothing
22%	AY or MV or Vespers
20%	Youth Socials
20%	Other
16%	Teen Pathfinders
13%	Youth Service Activities
11%	Small Group Bible Study
9%	Annual Youth Day at Church
6%	Youth Evangelism

With slightly more than half of these churches having a Youth Sabbath School, this is clearly the most common program for youth ministry in the local church. But this gives no indication about the quality of the Youth Sabbath School. It simply notes its existence. And only 28% have a roster of who attends. Less than one fourth of the churches have a Sabbath afternoon or Friday evening program specifically related to youth, but they may consider that as their “youth ministry.”

Youth Directors Give Their Input

Because of the concern union youth directors and the North American Division youth department have expressed to resuscitate Youth Sabbath School, at the NAD Ministries Convention in January, 2017 in Tucson, Arizona, conference and union youth directors received a one-page survey about Youth Sabbath School. Not all youth directors were present, and many wear multiple hats and had to scurry from one area of ministry to another. Only 15 conference or union youth director responses regarding Youth Sabbath School were returned. Responses from participants who were not youth directors have been cleaned from this data (see table 2 and table 3).

TABLE 2 Percentage of a Youth Director's Time Spent on Youth Sabbath School	
<i>% of Youth Directors</i>	<i>% of Time Spent on Youth Sabbath School</i>
47%	0% of my time
33%	1-9% of my time
7%	10% of my time
13%	25% of my time
0%	More than 25% of my time

TABLE 3 Percentage of a Youth Director's Budget Spent on Youth Sabbath School	
% of Youth Directors	% of Budget Spent on Youth Sabbath School
60%	0% of my budget
27%	Less than 5% of my budget
13%	10% of my budget
0%	More than 10% of my budget

While Youth Sabbath School may be the most common program for young people in the local church, it's not common from a conference or union youth director's time or budget. Youth directors seem fully occupied with summer camp and Pathfinders and some large-scale conference events that draw young people away from their local church, not toward it. When asked for the number of churches in their conference, 93% could give the number. When asked about the number of Youth Sabbath Schools in their conference, only 33% could give a number, and that number was less than half of the churches in their conference. No youth director had a roster of Youth Sabbath School leaders. This indicates a broken system in which conference youth directors don't even know who are their local church Youth Sabbath School leaders.

Some may be encouraged that 40% of these youth directors provide annual training in youth ministry. Some may be discouraged that another 40% provide no training. One wonders how local church youth leaders find out about this training when most seem to lack a connection with their conference youth director. One also wonders if local church leaders expect anything from their conference youth director when it comes to youth ministry in their church. None of the youth directors named *Cornerstone Connections*, the official curriculum for Youth Sabbath School, as a resource for Youth Sabbath School. But 33% named "Resources" as one of the top needs for Youth Sabbath School. There seems to be little indication that Youth Sabbath School is currently part of the ministry of conference or union youth directors.

Looking for a Youth Sabbath School in Local Churches

We sent a one-page survey to pastors in one conference in the North American Division, asking about Youth Sabbath School. Of the 125 pastors, only seven responded (representing eight churches). While this number seems paltry and certainly not statistically satisfying, several themes were consistent with these few respondents.

Those reporting had both an Adult Sabbath School and a Youth Sabbath School. While attendance for adults ranged from 3–100, Youth Sabbath School attendance ranged from 3–10, indicating approximately 10 percent for the youth compared to the adults. Only one church reported any training for its Youth Sabbath School leaders.

When asked about the materials or curriculum used for Youth Sabbath School, four reported using *Cornerstone Connections*—the official youth curriculum. One used *Real Time Faith*—the Earliteen Sabbath School curriculum. Three used other materials rather than these official SDA curriculum resources. Certainly,

people have ready access to other resources beyond Adventism, and some may look for non-SDA resources as their first choice. Obviously there is a need to collect more data than just seven respondents, but who will do that when it takes time and money for something that taps the interests or concerns of so few in the church?

Looking for a Youth Sabbath School Director in a Conference

The North American Division contains nine unions and 59 conferences. In February, 2017, we checked the 68 websites of each union and conference to see how much of a priority Youth Sabbath School would appear based on their websites and the personnel and departments listed.

We found no indication of any person or any department labeled “Youth Sabbath School.” Perhaps the “Sabbath School” department or personnel would include “Youth” as part of its ministry. Or maybe a “Youth Director” or “Youth Department” would include “Youth Sabbath School” as part of its ministry and responsibility.

Of the 68 websites, only 28% (19 conferences or unions) listed a department called “Sabbath School” and somebody responsible for it. Of the few listed, it was customary to use the label “Adult Sabbath School.” With 72% of the websites showing no Sabbath School department and no person giving attention to it, either Sabbath School is able to function without conference or union leadership, or Sabbath School ranks lower than many other concerns and services provided. It doesn’t seem that “Sabbath School” from a conference or union perspective includes young people.

Youth Directors and Youth Departments have much more representation than Sabbath School. We found 88% of the websites listed somebody as a “youth director.” It wasn’t unusual to see additional responsibilities besides youth ministry. Larger and wealthier conferences sometimes have more than one youth director or a second person serving as a “young adult director.” Based on the website content, it seems youth directors give priority to summer camp and Pathfinders. Some have an occasional youth rally or short-term mission trip, social gathering or recreational event. Only 7 percent even mentioned the term “Youth Sabbath School” somewhere on their webpage. While about one out of every four youth directors has a separate website from their conference for their youth ministry services, they aren’t servicing Youth Sabbath School.

We made phone calls to more than 30 of the conference offices in the different unions throughout the North American Division in February of 2017. About half of these calls resulted in getting through to a live person rather than only a machine. We asked the question: “Who is responsible for Youth Sabbath School in your conference?” The most common response was silence for a while. The verbal response that finally came included the following:

- “Um, I think the youth director.”
- “I don’t know.”
- “Good question!”
- “The Sabbath School department.”
- “The Executive Secretary.”
- “The Children’s Ministry department.”

Only once did the person answering immediately identify the Youth Director as the person responsible for Youth Sabbath School.

Resources: People

Without question, the most important resource for a Youth Sabbath School is the youth and those who lead them. Without the people, there is no Youth Sabbath School. In the survey given to youth directors in Tucson in January, 2017, we asked for the number of churches in a conference as well as the number of Youth Sabbath Schools. While almost all youth directors knew the exact number of churches, only one-third had any idea how many of those churches had a Youth Sabbath School. None of them had a roster of who the youth leaders were. Nearly two-thirds reported they provided Youth Sabbath School training annually or every few years.

A general rule of thumb for the duration of a volunteer youth leader is 18 months.¹⁶ Occasionally a “lifer” serves as the youth leader for decades. More frequently it’s the parents of youth who serve as their Youth Sabbath School leader. But they probably also served as their Sabbath School leader ever since Cradle Roll and simply continued the graduation from one age group to the next. By adolescence, when young people fully know their parents’ beliefs, it’s time to test out one’s own beliefs with other trusted mentors before they make it their own. Who will be that Youth Sabbath School leader? How many will there be? What kind of training and support will they receive? Currently, each church is on its own. Rarely do you hear statements like, “Our Youth Sabbath School is really making a difference!” Since there doesn’t seem to be any person, place, or process to bring about change, the majority of Seventh-day Adventists simply vote with their feet and don’t attend Youth Sabbath School.¹⁷ Many attend the church service but not Sabbath School. While the people are the most important resource, we must consider a second resource as well.

Resources: Materials

After people, perhaps the second most important resource would be materials for Youth Sabbath School programming. Starting in 1983, *Cornerstone Connections* provided an all-in-one resource for youth leaders that included Youth Sabbath School, outreach, small groups, social activities, AY, and leadership elements. Eventually it became just the Youth Sabbath School lesson. *Insight* magazine continued with a quarterly publication called *Insight Youth Resource* that contained program ideas for a comprehensive youth ministry for everything but the Youth Sabbath School lesson that continued as *Cornerstone Connections*. But the *Insight Youth Resource* has ceased publication. Currently the only youth ministry resource published by the church is *Cornerstone Connections*, which is limited to the Youth Sabbath School lesson. It is available by the old-school process of making a “standing order” with Pacific Press through an Adventist Book Center, and it takes 4–6 months to activate. It is also available as a free app.

While many other resources, Adventist and non-Adventist, are available online and through Christian bookstores and publishers, few Youth Sabbath School leaders are aware of what is available or how to choose. AdventSource carries a number of supplemental resources that could be used for Youth Sabbath School, but Pathfinder leaders are more likely to be aware of AdventSource

for uniforms and badges than Youth Sabbath School leaders are aware of this as a resource for them.

When the NAD surveyed local churches and asked those under the age of 30 about their awareness of what the specific resources the NAD had produced for youth ministry, the report stated: “The majority of Adventists under 30 years of age are simply not aware of the resources and programs that the North American Division is currently providing to support youth ministry. The most widely known resource is *Insight* magazine and only two in five of the young people have any awareness of it. Just one in four actually get a copy of the magazine even occasionally.”¹⁸ And now *Insight* magazine will cease publication because subscriptions have dropped so low that it’s not financially feasible to continue publishing a resource people may recognize by name but not purchase or use.

Conclusions and Recommendations

Perhaps some may argue that there is no need for a Youth Sabbath School because there is no mention of it in Scripture. Maybe, others may think that everything is fine as it is—but we don’t think so. Here is a list of concrete recommendations for a better Youth Sabbath School:

- If Youth Sabbath School is the main venue for local church youth ministry, then conference, union, and division youth directors should include it as a significant part of their ministry, making cuts or reductions elsewhere.
- To put it more strongly, we see conference youth directors as the most important movers to adopt Youth Sabbath School as a key part of their job description. Our recommendation is that a minimum of 25% of a conference youth director’s time and budget be allocated to Youth Sabbath School.¹⁹ This radical change would need endorsement from conference administration. Union and division youth directors are called upon to make this a priority to their respective administrations and to actively support conference youth directors in this change.
- The NAD should repair the broken links in the youth ministry organizational structure from division to union to conference to local church. The NAD Youth Department should adopt the orphan called “Youth Sabbath School” as its own and allocate time and finances to make this the local church venue for youth ministry.
- Conference youth directors need to establish lines of communication with local church Youth Sabbath School leaders. This begins with identifying which churches that currently have a Youth Sabbath School as well as those that would like to start one. It continues by creating a roster of who the current Youth Sabbath School leaders are and how to establish lines of communication with them (email, Facebook, texting, tweeting, snail mail, etc.).
- Local church Youth Sabbath School leaders should start a roster and take record of those who attend Youth Sabbath School. This can inform the leaders regarding their prayers, their planning, their personal contact, and the spiritual development of the young people.

This information should also be passed along to conference youth directors, with feedback from the youth director to the local church, too.

- Local churches are the place to create, experiment, revise, and share resources for Youth Sabbath School. Conference youth directors who connect with local churches should allocate some of their time and finances to spur this. They are in the unique position to then share this with other Youth Sabbath School leaders in their conference.
- Union youth directors should pursue collecting and distributing the freshly created resources deemed the best, looking for a cross-section that has appropriate representation of the congregations within its union. By adding its own funding to this on-going search and development, the union would provide yet another resource that local church Youth Sabbath School leaders could access for their use.
- If Youth Sabbath School isn't the primary youth ministry venue, then another place and/or time should be identified. Maybe 9:30 AM on a Saturday morning isn't the ideal time to target teens in the NAD today. Some swap the church service and Sabbath School on Sabbath morning, but then church attendance lags. Maybe Sabbath afternoon or some weeknight is the better "youth group" gathering time.
- Institutions and entities like the Center for Youth Evangelism at Andrews University could utilize its unique flow of youth ministry talent through the seminary to draw on youthful experience, ideas, and local church involvement to also respond to the need for new resources for Youth Sabbath School. For example, karaoke praise music might be needed in many Youth Sabbath Schools. With so many genres of praise music available, create collections of 5-10 songs of one style, and then do the same for a different style. Other resources could utilize short skits, discussion guides, Bible study lessons with active learning, prayer experiences, testimonials, icebreakers, current issues, intergenerational experiences, and experiences that lead to spiritual commitments.

The local church must be the focal point for ministry from a conference, union, and division perspective. Large scale events have their time and place, but primary consideration and allocations must be given to local church ministry.

Summary

Youth Sabbath School is the hidden gem of youth ministry. It doesn't have to be an orphan. But pity and neglect doesn't make an orphan part of the family. To bring the orphan called "Youth Sabbath School" into the church family will necessitate vision, hope, investment, recruitment, training, planning, follow through, and a clear dependence on God. Conference youth directors are key in making the adoption of this orphan formal and recognized. Union and division youth directors must make a change as well. Young people themselves should be involved in this process by giving feedback and engaging in both creating and leading Youth Sabbath School. Then we can say not only "Sabbath School matters," but the people who are part of it will truly matter.

Endnotes

1 White, Ellen. Testimonies on Sabbath School Work. The Ellen G. White Publications, 1938, p. 29.

2 ---, p. 109.

3 Sharp, Frederick L. "Sabbath School and the Minister." Ministry Magazine. August, 1943, <https://www.ministrymagazine.org/archive/1943/08/sabbath-school-and-the-minister>. Accessed March 8, 2017.

4 Scott, Francis R. "The Importance of the Sabbath School to an Evangelistic Effort." Southern Tidings. September, 1957. <http://documents.adventistarchives.org/Periodicals/SAT/SAT19570901-V52-17.pdf>. Accessed March 8, 2017.

5 Blackmer, Sandra. "Why Attend Sabbath School? Adventist Review. April 19, 2012. <http://archives.adventistreview.org/article/5285/archives/issue-2012-1511/why-attend-sabbath-school>. Accessed March 8, 2017.

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7 Serban, Laurentiu. "Factors Related to Declining Attendance at the Adult Sabbath School in the North American Division of Seventh-day Adventist Church." Circle. <http://circle.adventist.org/browse/resource.phtml?leaf=26580>. Accessed March 8, 2017, abstract.

8 McCormack, Sherman. The Seventh-day Adventist Adult Sabbath School: Its Purpose as Described and Perceived. Dissertation, Andrews University, 1992, p. 1.

9 Edgren, Dave. "Sabbath School—Vision & (four-fold) Mission Statement." Restoring Faith and Values. May 7, 2013. <http://prdaveonline.blogspot.com/2013/05/sabbath-school-vision-four-fold-mission.html>. Accessed March 8, 2017.

10 Serban, p. 3.

11 Based on an email received April 17, 2017 in which a conference administrator reported church attendance records conference-wide to be 40% of membership. This is with two-thirds of the churches reporting in a conference of more than 100 churches and more than 100 pastors. While no Sabbath School attendance records are taken, the estimate is that only half of the church attendance is present by the end of Sabbath School, which would be 20% of church membership. This report of 40% of membership attending church and 20% of membership attending Sabbath School is lower than the current general statements made that only 50% of members attend church and 25% attend Sabbath School. It's possible that these numbers are indeed lower throughout North America, as indicated by one anonymous conference's records.

12 The AY Program on Sabbath afternoon is dying or dead in an increasing number of African-American churches. Immigrant churches maintain the Sabbath afternoon youth program as long as they continue with a first-generation, immigrant target for this programming. One key indicator is keeping the program in the immigrant language rather than English. Another is the necessary approval by established immigrant leaders. But doing this results

in the second and third generation gradually dropping out or attending other churches. This usually isn't noticed or addressed as long as new immigrants or new converts continue to take their place.

13 Pastors of local churches received personal phone calls asking if any young people were missing from their churches, if there was any plan to reach out to any who were missing, and an offer to receive free resources to help them reach out to young people who no longer attended. About 2,000 of the nearly 5,500 SDA churches in North America received phone calls in the two years of this initiative. Occasionally the pastor referred the caller to another church leader or the pastor wasn't available and a church leader spoke on behalf of the congregation. Each of the nine unions in North America was included.

14 It should be emphasized that gathering data was not the primary purpose of these phone calls and servicing local church pastors. But the data collected in the process is telling.

15 The reality of not being able to make contact with a church pastor after repeated attempts baffled those who tried to contact so many unresponsive pastors.

16 This guesstimate is not based on empirical research but is simply hearsay that youth ministry people continue to promulgate. For example: <http://after.church/7-youth-ministry-traps-every-church-should-avoid/> identifies the generally accepted 18-month tenure, and then gives Group Magazine's results of a study in which they claim 3.9 years as the average tenure of a youth leader. There is no such statistic for Seventh-day Adventists, a denomination that operates on a completely different paradigm of fulltime and part-time church leadership and pay parity.

17 The same could be said of Adult Sabbath School. In many churches, the children's Sabbath School might be the best-attended age group. The adult Sabbath School is often composed of seniors whose experience in Sabbath School would fit into a "small group" experience with both spiritual and social benefits. Rarely would it be considered evangelistic.

18 Cincala, Peter, Roger Dudley and Monte Sahlin. "Survey of Teens and Young Adults: Mega Study 1." Institute of Church Ministries, 2014, p. 8. This survey was sent to a random sample of 500 congregations in NAD and received 1,215 responses—about two or three responses per church. This illustrates either the low level of responses to surveys or the low number of people under the age of 30 in SDA Churches in North America.

19 Most conference youth directors are also in charge of summer camp. This takes an inordinate amount of time, and most agree they could spend even more time in this rewarding ministry with a paid staff for a short burst of time. We are calling conference youth directors to reduce their investment in summer camp and allocate time and funds for Youth Sabbath School. For example, instead of traveling the country to recruit potential camp staff from multiple Adventist schools, use those resources to travel throughout your conference and recruit Youth Sabbath School leaders. Invest as much time in training volunteer Youth Sabbath School leaders for year-round ministry as you do in training paid camp staff for a few weeks of the summer. We recommend that a camp staff be comprised of those within your conference instead of trying to cherry-pick the best and brightest throughout the country.

This would force the youth director to grow one's own young people instead of harvesting the growth of others. It could create increased dependence on God and change the staff mentality from seasoned veterans to developing young people to lead for the summer at camp and in their local churches during the school year.

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