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ABSTRACT

STRUCTURE AND MISSION EFFECTIVENESS: A STUDY FOCUSED
ON SEVENTH-DAY ADVENTIST MISSION TO UNREACHED
PEOPLE GROUPS BETWEEN 1980 AND 2010

by

Abraham Guerrero

Adviser: Bruce Bauer

ABSTRACT OF GRADUATE STUDENT RESEARCH

Dissertation

Andrews University

Seventh-day Adventist Theological Seminary

Title: STRUCTURE AND MISSION EFFECTIVENESS: A STUDY FOCUSED
ON SEVENTH-DAY ADVENTIST MISSION TO UNREACHED
PEOPLE GROUPS BETWEEN 1980 AND 2010

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Date completed: December 2013

The present study examines the impact of the Seventh-day Adventist Church's structure on mission effectiveness in taking the gospel to unreached people groups between 1980 and 2010. A historical descriptive study, this dissertation's theory base includes structure from an anthropological perspective; structure, mission, and effectiveness from an organizational perspective; and church structure and mission effectiveness in Christian history.

The impact of structure on mission effectiveness is evaluated in the present work by looking for patterns in history in which the structure has been either a facilitator or a hindrance for establishing churches among those who have not been reached with the

gospel. This work surveyed previous studies on the different areas of the theory base, and its primary sources include annual statistical reports and other documents from the General Conference of Seventh-day Adventists and their Office of Archives, Statistics, and Research, as well as board minutes and denominational journals.

The findings reveal that, although the Seventh-day Adventist Church organization was started with missionary concerns in mind and has clearly defined its mission, its current performance metrics do not reveal much about the organization's effectiveness in achieving its mission. These measures—as reflected in the *Annual Statistical Reports*—as well as all administrative decisions, including but not limited to Interdivision Employee assignment, Thirteenth Sabbath School projects selection, and evangelistic/institutional employee ratios, should be better aligned with the mission of reaching the unreached.

It is also necessary to nurture a healthier, mutually affirming, government/industries-like relationship between the church's formal structure and the many semi-autonomous mission structures that have been born within the church, a relationship where the denomination regulates but not administrates its mission structures, and where mission structures actually engage in mission instead of wasting time and energy in demonstrating they do the work better than the denomination's structure.

Andrews University
Seventh-day Adventist Theological Seminary

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Doctor of Philosophy

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December 2013

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To my wife Natalia, my parents Gustavo and Delis,
and my children Ángel and Natasha

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ACKNOWLEDGMENTS

The achievement of a milestone such as finishing a doctoral degree is never the result of only one person's efforts. And as I write these lines, I realize I am indebted to a number of people. First of all, I want to thank God for His unending love to me. Throughout my life, I have seen His lovely hand guiding me in moments of uncertainty, forgiving me when I fail, and providing for me and my family all the time. I cannot overstate how thankful I am for His mercy. May this achievement, and anything else in my life, be only for His glory.

I also want to express gratitude to my parents for their prayers and support. Since my childhood, they have considered Christian education a priority in raising three of us—Gustavo, Dellys, and me—sometimes at their own sacrifice because of the financial implications. There are probably no words to thank my wife for loving me and understanding the seemingly unending hours of research and writing while she was in charge of many other responsibilities at home; she even decided to wait until I finished so she could further her formal education. Ángel and Natasha, my children, have also been very patient and I praise God for their love too.

A special thank-you note for those in the academic environment who helped make this achievement happen: Dr. Bruce Bauer, who has not only introduced me to depths of knowledge but has taught me God's love by his own life as well; Dr. Wagner Kuhn and Dr. Merlin Burt, for taking time to read and correct this dissertation; Dr. Jerry Moon, a

good friend and another great inspiration to live out a truly Christian life; Dr. John Matthews, for his guidance in the early stages of this research; as well as Mabel Bowen who has been an incredible helping hand in the Ph.D. /Th.D. office, and Dr. Neftaly Ortiz, his wife, and Claudia for their tremendous support; and Linda Bauer, who jumped in at the final stage to help me with formatting when I was overwhelmed.

I do not want to skip giving thanks to the anonymous donors who made it possible for Andrews University to grant me some scholarships, the angel who left an envelope with money under my house's front door, and the pastor who sent several monthly checks for his niece to come with us and buy some extra groceries for our family. The list could be endless, and I praise God for every person named here and for those whom I was unable to include.

CHAPTER I

INTRODUCTION

Background of the Study

Roland Kushner's research on non-profit organizations suggests that high performance levels are associated with a strategy-structure fit, while low performance levels are associated with a strategy-structure misfit.¹ According to Kushner and Peter Poole, a variety of structures are associated with good performance in organizations, and structural dysfunctions are associated with organizational failure. Also, the members' commitment to an organization's structure is an important element of success.² Although the relationship between an organization's structure and its effectiveness is often ambiguous, the link between these two elements seems to be confirmed by several other studies.³ Very few formal studies have attempted to link structure and mission effectiveness in the Seventh-day Adventist Church.

¹Roland Joseph Kushner, "Strategy, Structure, and Organizational Effectiveness: A Study of Nonprofit Arts Organizations" (Ph.D. dissertation, Lehigh University, 1994), 272.

²Roland Joseph Kushner and Peter P. Poole, "Exploring Structure-Effectiveness Relationships in Nonprofit Arts Organizations," *Nonprofit Management and Leadership* 7, no. 2 (1996): 119.

³Felipe Cszaszar's research in 2009 suggests that organizational structure has relevant and predictable effects on organizations. Joan E. Small's study linked the quality of an organization's mission statement, as well as its age and board size, with the organization's financial viability. Also, research projects undertaken by Alethea Tumacder Abuyuan, William Gollmar, Jane Hansberry, Saman Talib, and Robert Whitbred suggest that there is a link between organizational mission and structure on one hand, and performance and financial viability on the other hand. See Alethea Tumacder Abuyuan, "Faith-Based

Structure and mission have been important subjects of discussion in the Seventh-day Adventist Church since its very inception. It is also interesting to note that semi-autonomous mission structures were organized within the denomination very early in Adventist history.⁴ It was not easy for the pioneers of Seventh-day Adventism to accept the idea of organizing a formal structure for their movement, but once the structure was organized, several leaders started to have a great deal of confidence in it.

Among those founders and early leaders of Seventh-day Adventism were James White and George Butler, who pointed to several positive effects of structure, both before

Organizations, International Development Agencies, and Environmental Management” (D.P.D.S. dissertation, University of Southern California, 2006); Jo Arney, “Ethics and Organizational Structure: A Study of Organizational Values” (Ph.D. dissertation, University of Colorado at Denver, 2007); Susan Gail Ballabina, “Improving Organizational Effectiveness: Use of Volunteers to Deliver Public Services” (Ph.D. dissertation, The University of Texas at Dallas, 2007); Felipe Csaszar, “Organizational Structure as a Determinant of Performance” (Ph.D. dissertation, University of Pennsylvania, 2009); Nandini Deo, “An Organizational Theory of Social Movement Success in a Transnational Context” (Ph.D. dissertation, Yale University, 2007); William Gollmar, “Capacity Building and Nonprofit Organizational Effectiveness” (Ph.D. dissertation, Cardinal Stritch University, 2008); Timothy T. Hamon, “Organizational Effectiveness as Explained by Social Structure in a Faith-Based Business Network Organization” (Ph.D. dissertation, Regent University, 2003); Jane F. Hansberry, “An Exploration of Collaboration and Organizational Effectiveness in Denver County Human Service Organizations” (Ph.D. dissertation, University of Pittsburgh, 2005); *Harvard Business Review on Corporate Governance*, The Harvard Business Review Paperback Series (Boston, MA: Harvard Business School Press, 2000); Devan Rosen, “Flock Theory: Cooperation and Decentralization in Communication Networks” (Ph.D. dissertation, Cornell University, 2007); Joan E. Small, “Determinants of Organizational Effectiveness and an Integrated Performance Evaluation Model for Nonprofit Organizations” (D.P.A. dissertation, University of Illinois at Springfield, 2009); Saman Talib, “Mission Matters: The Role of Organizational Mission Objectives in Media Selection and Implementation by Ngos Worldwide” (Ph.D. dissertation, Rutgers The State University of New Jersey, 2007); Robert Charles Whitbred, “They Don’t Think Like We Do: Factors Influencing Employees’ Interpretations of Organizational Mission” (Ph.D. dissertation, University of Illinois at Urbana-Champaign, 2004); Natacha Jasmine Yacinthe, “An Assessment of the Organizational Effectiveness of Faith-Based and Secular Community Development Corporations in the Provision of Economic Development and Other Services” (Ph.D. dissertation, Florida Atlantic University, 2004).

⁴The Foreign Mission Board established in 1889 was probably the most significant mission structure in the early years of Adventism, but there were also others. Bruce Bauer points to several examples of such structures in early Adventism: the American Health and Temperance Association, the Health Reform Institute, the International Sabbath School Association, the International Tract and Missionary Society, the National Religious Liberty Association, and the Seventh-day Adventist Publishing Association. Bruce L. Bauer, “Congregational and Mission Structures and How the Seventh-day Adventist Church Has Related to Them” (D.Miss. dissertation, Fuller Theological Seminary, School of World Mission, 1983), 104, 105.

and after the church was organized.⁵ James White, one of the most important leaders in the process of shaping the Seventh-day Adventist Church structure, wrote on October 24, 1871, in the *Review and Herald*, “Our people are well organized. Our Church Organization, State Conferences, General Conference, Systematic Benevolence, and Publishing organizations can hardly be improved. To say the least, the machinery works well.”⁶ Barry Oliver notes that when the Seventh-day Adventist Church was organized in the early 1860s, those involved in the process thought that their model was so adequate to the needs of the church that it would never need revision. “Within twenty-five years, however, there were indications that revision of their plan was indeed necessary.”⁷ A major reorganization of the administrative structures of the Seventh-day Adventist Church took place between 1901 and 1903.

Although the satisfaction expressed by James White about the Seventh-day Adventist Church’s structure a few years after the organization of the denomination is remarkable, times and circumstances have changed, and the structure that was so useful for that era may not be the most suitable for the twenty-first century. Several concerns have been raised regarding the need for a revision of structure, especially in terms of how it may impact mission effectiveness.

⁵For a fuller discussion on Butler’s and White’s respective comments, see Andrew Gordon Mustard, “James White and the Development of Seventh-day Adventist Organization, 1844-1881” (Ph.D. dissertation, Andrews University, 1987), 171-174.

⁶James White, “Our Machinery,” *Review and Herald* 38, no. 19 (1871), http://www.adventistarchives.org/docs/RH/RH18711024-V38-19__B/index.djvu (accessed January 28, 2009).

⁷Barry David Oliver, “Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903: Implications for an International Church” (Ph.D. dissertation, Andrews University, 1989), 67.

George Knight, for instance, published a book entitled *The Fat Lady and the Kingdom* in which he illustrated the issue of structure and mission in Seventh-day Adventism by creating his own “parable of the fat woman” in the context of Matt 13. His parable suggests that “the church is like unto a fat woman returning from a shopping spree.”⁸ Knight explains that “we now have a bureaucratic structure which appears to be limiting our achievement of mission in some serious ways. Administrators breed administrators and even in times of financial crisis it is hard to decrease their numbers.”⁹

Bruce Bauer agrees that Adventists need to analyze the current impact of structure on the mission of the denomination. He argues that “church organization and structure can impact the mission and ministry of the church either positively or negatively. However, there is a tendency to just continue to work within the structural and organizational form that was inherited from the past rather than doing the hard work of analyzing and deciphering the exact needs of the present.”¹⁰

Bauer suggests that the Adventist administrative system looks to the lower levels in the structure to determine needs and priorities, and those levels naturally feel a greater need for nurturing those who are already Adventists because the unreached have comparatively little representation in their administrative bodies.¹¹ Constituency meetings, Bauer says, “are much more about funding an extra teacher for the academy,

⁸George R. Knight, *The Fat Lady and the Kingdom: Adventist Mission Confronts the Challenges of Institutionalism and Secularization* (Boise, ID: Pacific Press, 1995), 15.

⁹Ibid., 49.

¹⁰Bruce L. Bauer, “Editorial,” *Journal of Adventist Mission Studies* 3, no. 1 (2007): 3.

¹¹Bruce L. Bauer, “Structure and Mission,” in *Adventist Mission in the 21st Century*, ed. Jon L. Dybdahl (Hagerstown, MD: Review and Herald, 1999), 162.

paying the bills for the conference campground, or whether or not the conference should hold major camp meetings than they are about the need to send large numbers of church-planting missionaries to the world's remaining 11,000 unreached people groups."¹² The result is that the denomination usually allocates most of its resources to serve those who are already believers, instead of reaching the unreached.

Andrew Mustard in his dissertation raised the following question: "How well does the present structure of Seventh-day Adventists serve an international church that operates in 184 countries and totals approximately 4.5 million members?"¹³ Mustard's concern was presented in 1987 when Adventist membership was less than 5 million, whereas the 2009 official statistical report indicates that the Seventh-day Adventist Church has a total membership of over 16 million.¹⁴ In 2007, one new local church was being organized nearly every 4 hours.¹⁵ The Office of Archives and Statistics for the denomination reported in 2009 that there was one church member for every 424 persons in the world, and an average of 2,818 new members were joining the church every day.¹⁶ Although the denomination is growing in numbers, such growth is actually slowing. Furthermore, there is a lack of focus on unreached people groups, so most of the growth

¹²Bauer, "Structure and Mission," 162.

¹³Mustard, "James White and the Development of Seventh-day Adventist Organization," 2.

¹⁴Office of Archives and Statistics, General Conference of Seventh-day Adventists, "Statistical Report, Annual Council of the General Conference Committee (2009)," <http://www.adventistarchives.org/docs/Stats/ACRep2009.pdf> (accessed July 29, 2010).

¹⁵Office of Archives and Statistics, General Conference of Seventh-day Adventists, "Seventh-day Adventist World Church Interesting Facts and Figures," <http://www.adventistarchives.org/docs/Stats/InterestingFacts2007.PDF> (accessed March 10, 2010).

¹⁶Office of Archives and Statistics, General Conference of Seventh-day Adventists, "Statistical Report, Annual Council of the General Conference Committee (2009)."

in Adventism is taking place among those groups among which the Church is already working.¹⁷

The Seventh-day Adventist Church's structure has been challenged in several other ways that also suggest the need for a revision of Adventist structures. First, has the worldwide church become too large and diverse to be governed by a structure created in 1863 and reorganized in 1901-1903 for a much smaller and less diverse body of believers?¹⁸ Second, does the rapid growth of the church in some areas with the accompanying needs to sustain the church, and the lack of growth in other areas that have historically been resource providers for the church constitute a serious concern?¹⁹ Third, is the multi-faceted, people-oriented approach of the denomination's structure causing the church to be so busy taking care of those who are already believers to the point of forgetting those people groups that have not yet been reached?²⁰ Fourth, does the current structure of the church utilize so much money in administrative positions that the budget for frontline, cross-cultural mission is affected?²¹ Fifth, does the dramatic increase in supporting ministries within the Seventh-day Adventist Church suggest the need to

¹⁷Since the Seventh-day Adventist Church was reorganized in 1903, its growth rate has shown a tendency to decline, except in a few years (mostly during A. G. Daniells' administration as General Conference president) when there was a strong focus on mission (see growth rate charts at <http://www.adventiststatistics.org>). Detailed information on people groups is available from the U.S. Center for World Mission's Joshua Project Website (<http://www.joshuaproject.net>) and from the International Mission Board's People Groups Website (<http://www.peoplegroups.org>).

¹⁸See Mustard, "James White and the Development of Seventh-day Adventist Organization," 2.

¹⁹See Jan Paulsen, "Rationale for the Appointment of the Commission on Ministries, Services, and Structures," General Conference of Seventh-day Adventists, http://www.adventist.org/world_church/commission-ministries-services-structures/paulsen-rationale.html (accessed January 24, 2010).

²⁰See Bauer, "Congregational and Mission Structures," 16.

²¹See Knight, *The Fat Lady and the Kingdom*, 49.

evaluate how healthy the relationship is between the congregational structure and such mission organizations? Could it be that these situations even suggest that the present structure of the denomination is not completely effective?²² Although history shows that structural change in the Seventh-day Adventist Church is a very slow process, and each attempt to do so has caused struggle and turmoil,²³ it might be worth every effort to assess those and other statements related to the structure's impact on mission effectiveness.

In view of the presence of congregational and mission structures throughout the history of the Seventh-day Adventist Church, and because of the various challenges the denomination has faced regarding structure and mission effectiveness, further research in this field promises to be productive and informative. Many have voiced their concern that there is an urgent need to review the current approach to structure in the Seventh-day Adventist Church and its impact on mission.²⁴ This concern has also been recognized by

²²Lowell Cooper, a general vice president of the Seventh-day Adventist Church worldwide, acknowledged in 2006 “a rapid and widespread development of independent supporting ministries” in the previous decades, and while he recognized the “enormous blessing” these organizations represent, he also acknowledged that church members’ support to such structures reflects “uncertainty regarding the effectiveness or efficiency of denominational structure to get the job done.” Lowell C. Cooper, “Reasons for Considering Adjustments to Seventh-day Adventist Church Ministries, Services and Structure,” http://www.adventist.org/world_church/commission-ministries-services-structures/cooper-reasons-for-considering.html (accessed January 24, 2010).

²³Knight points out that initial organization of the Seventh-day Adventist Church in 1861/1863 occurred only after a decade of struggle, and reorganization in 1901/1903 took place only after 15 years of turmoil. George R. Knight, *Organizing to Beat the Devil: The Development of Adventist Church Structure*, Adventist Heritage Series (Hagerstown, MD: Review and Herald, 2001), 181.

²⁴An outstanding example is Robert Folkenberg's June 1989 article in *Ministry* that J. David Newman, then executive editor for *Ministry*, referred to as “probably the most significant article we have printed in the past decade.” Bert Haloviak refers to Folkenberg's article as “somewhat instrumental” in propelling Folkenberg to the GC's top leadership position. Other examples include the Annual Council's 1960 call for organizational simplification, the Reorganization Committee's 1972 report, the appointment of the Committee on General Conference and Church Administration in 1975, the calls for organizational improvement in Africa in 1979, *Spectrum's* challenges to much of the organizational structure of the Seventh-day Adventist Church in March 1984 (GC president then issued a statement distancing the GC

the worldwide church, for in 2005 the Seventh-day Adventist Church established a Commission on Ministries, Services, and Structures to evaluate similar concerns.²⁵

The history of structure and mission in the Seventh-day Adventist Church has been divided for this research into three time periods: 1850-1929, 1930-1979, and 1980-2010, with most of the research focusing on the last period. The period from 1850 to 1929 saw the two major organizational changes in Adventist history (organization, 1860-1863; and reorganization, 1901-1903).²⁶ Mission played a significant role in both organization and reorganization.²⁷

Although the period from 1930 to 1979 saw significant events in the world (including World War II from 1939 to 1945) and significant growth within the church, it did not include any significant reorganizational efforts, and mission “began to take a back seat.”²⁸ The period from 1980 to 2010 saw a series of calls for structural change in the 1980s;²⁹ the launching of Global Mission in 1990;³⁰ the formation of the Commission on

from *Spectrum*), and the World Church Organization Commission’s recommendations to the GC session in 1995. See Robert Stanley Folkenberg, “Church Structure—Servant or Master?” *Ministry* 62, no. 6 (1989): 4; Bert Haloviak, “Brief Organizational History of Seventh-day Adventists,” <http://www.adventistarchives.org/docs/AST/BOHofSDAs.pdf> (accessed October 6, 2009); J. David Newman, “First Glance,” *Ministry* 62, no. 6 (1989): 3.

²⁵See Lowell C. Cooper, “Introductory Comments About the Commission on Ministries, Services and Structures,” http://www.adventist.org/world_church/commission-ministries-services-structures/introduction.html (accessed February 3, 2010).

²⁶Barry David Oliver, “The Development of Organizational and Leadership Paradigms in the Seventh-day Adventist Church,” *Journal of Adventist Mission Studies* 3, no. 1 (2007): 4.

²⁷Knight, *Organizing to Beat the Devil*, 8.

²⁸Bruce L. Bauer, “Decentralization to Facilitate Mission,” *Adventist Responses to Cross-Cultural Mission*, vol. 2 (Berrien Springs, MI: Lithotech, 2007), 162.

²⁹George Knight suggests that Adventist organization has undergone two full cycles and appears to enter a third. The first cycle included a call for change (in the 1850s), restructuring (1860-1863), and refinements (1863-1900). The second cycle also included a call for change (in the late 1880s), restructuring (1901-1903), and refinements (1903 to the beginning of the 21st century). A call for change in the 1980s, Knight suggests, seems to announce the beginning of a third cycle. Knight, *Organizing to Beat the Devil*, 8.

Ministries, Services, and Structures in 2005,³¹ unprecedented growth from 3.5 million members in 1980³² to 15.9 million members in 2008,³³ and the creation of a General Conference Mission Board in 2010.³⁴

Gerard Damsteegt's dissertation outlined the origins and basic concepts of Adventist mission theology that have motivated the Seventh-day Adventist Church.³⁵

Andrew Mustard's dissertation addressed the development of the Seventh-day Adventist organization between 1844 and 1881;³⁶ Merlin Burt's dissertation reconstructed the interconnected historical development of selected Adventist doctrines and demonstrated a strong link between the formation of such theological convictions from 1844 to 1849 and

³⁰General Conference of Seventh-day Adventists, Office of Adventist Mission, "Global Mission after 20 Years," <http://www.adventistmission.org/frontline-2010-2q-feature> (accessed January 20, 2013).

³¹General Conference of Seventh-day Adventists, "Commission on Ministries, Services, and Structures," <http://www.adventist.org/world-church/commission-ministries-services-structures/index.html> (accessed August 17, 2010).

³²General Conference of Seventh-day Adventists, "118th Annual Statistical Report—1980," http://www.adventistarchives.org/docs/ASR/ASR1980__B.pdf (accessed August 17, 2010).

³³General Conference of Seventh-day Adventists, "146th Annual Statistical Report—2008," <http://www.adventistarchives.org/docs/ASR/ASR2008.pdf> (accessed August 17, 2010).

³⁴Elizabeth Lechleitner, "New Mission Board Will Streamline Missionary Processing, Adventist Officials Say," <http://news.adventist.org/2010/10/new-mission-board-wi.html> (accessed November 22, 2010).

³⁵Damsteegt's dissertation was later published by Eerdmans as a book in 1977, and reprinted by Andrews University Press in 1988. See P. Gerard Damsteegt, *Foundations of the Seventh-day Adventist Message and Mission* (Grand Rapids, MI: Eerdmans, 1977); P. Gerard Damsteegt, "Toward the Theology of Mission of the Seventh-day Adventist Church" (Dr. Theol. dissertation, Vrije Universiteit Amsterdam, 1977); P. Gerard Damsteegt, *Foundations of the Seventh-day Adventist Message and Mission* (Berrien Springs, MI: Andrews University Press, 1988).

³⁶Mustard's specific concern was to record the historical events in the church growth (with particular attention given to the role of James White), and to underline the theological understanding with which Seventh-day Adventist pioneers undergirded the organization of the denomination. See Mustard, "James White and the Development of Seventh-day Adventist Organization," 3.

the formation of Adventism as a religious entity.³⁷ Barry Oliver's research investigated the process of reorganization of the Adventist administrative structures between 1888 and 1903;³⁸ and Bruce Bauer's study dealt specifically with congregational and mission structures in Seventh-day Adventism.³⁹ Although several people have written on various aspects related to Seventh-day Adventist mission and structure, the present work attempts to meet the need for a formal, more comprehensive study on the impact of structure on mission effectiveness. Furthermore, no research on structure and mission effectiveness in Seventh-day Adventism has covered the years 1980-2010.

Statement of Problem

The specific challenges the Seventh-day Adventist Church faces include the increasing growth and diversity of the denomination's membership; the growing trends in developing nations as compared to the stagnation of church growth in some developed countries; the natural tendency of the church's structure to nurture those who are already believers and emphasize outreach to people just like those already in the church (resulting in less frontline, cross-cultural mission); the challenge of balancing the financial demands of administrative positions with the monetary needs of frontline mission; the dramatic

³⁷Merlin D. Burt, "The Historical Background, Interconnected Development, and Integration of the Doctrines of the Sanctuary, the Sabbath, and Ellen G. White's Role in Sabbatarian Adventism from 1844 to 1849" (Ph.D. dissertation, Andrews University, 2002).

³⁸Oliver's dissertation examined the historical antecedents of reorganization beginning with 1888, analyzing the reasons and principles which culminated in reorganization in 1901-1903, and studying the relationship of those reasons and principles with soteriology, ecclesiology, eschatological vision, and the missionary consciousness in the church. See Oliver, "Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903: Implications for an International Church," 6.

³⁹Bauer's dissertation details Seventh-day Adventist missions from 1889 to 1980, but its purpose was not to analyze the impact of structure on mission. See Bauer, "Congregational and Mission Structures."

increase in mission structures as seen in the supporting ministries and the challenges of having them work with the congregational structure; and the historical fact that it is not easy to bring about change in the denomination's structure.

These challenges raise important questions to be addressed by this study: What is the impact of structure on the Seventh-day Adventist Church's mission effectiveness? Is the present structure of the denomination being successful in taking the gospel to the unreached peoples in the world, as Jesus commanded? Are there patterns in the history of Adventist mission that could help inform the impact of structure on mission effectiveness?

Purpose of the Study

Taking into consideration the biblical mandate that the Seventh-day Adventist Church has accepted as its mission, the purpose of this study is to analyze the impact of the denomination's structure on mission effectiveness in taking the gospel to unreached people groups between 1980 and 2010.

Justification of the Study

This historical descriptive study aims to analyze the impact of structure on mission effectiveness in the Seventh-day Adventist mission to unreached people groups between 1980 and 2010. For a denomination such as the Seventh-day Adventist Church, with a mission that aims to "make disciples of all people"⁴⁰ and a structure that was

⁴⁰General Conference of Seventh-day Adventists, "Mission Statement of the Seventh-day Adventist Church," <http://adventist.org/beliefs/statements/main-stat1.html> (accessed November 18, 2010).

established in 1860-1863⁴¹ and reorganized in 1901-1903,⁴² a study on the impact of structure on mission effectiveness promises to be of great value.

Scope and Delimitations

The present study will analyze the impact of structure on mission effectiveness in the Seventh-day Adventist Church between the years 1980 and 2010, with special attention given to congregational and mission structures and how effective they have been in taking the gospel to the unreached peoples of the world. As a part of that process, the biblical mandate and models for mission will be examined. A brief study of structure and mission in organizations and a historical analysis of mission and structure in Christian history will also be undertaken.

Although statistics will be used in this research, this is not a statistical study. In this historical descriptive study, documents from history will be reviewed, but creating history is not the main purpose of this dissertation; history will be the main tool at hand for evaluating the impact of structure on mission effectiveness in the Seventh-day Adventist Church from 1980 to 2010. A comprehensive study on the theology of mission, a full history of congregational and mission structures in Christianity in general and/or in Seventh-day Adventism in particular, and a new structural model for Adventist congregational and mission structures are endeavors that go beyond the scope of this dissertation.

⁴¹See Mustard, "James White and the Development of Seventh-day Adventist Organization," 2.

⁴²Oliver, "The Development of Organizational and Leadership Paradigms in the Seventh-day Adventist Church," 4.

Methodology

The theory base for this dissertation includes relevant studies on the following areas: structure from an anthropological perspective; structure, mission, and effectiveness from an organizational perspective; and church structure and mission effectiveness in Christian history. Based on a framework constructed from this theory base, a historical descriptive study of structure and mission effectiveness in the Seventh-day Adventist Church (including congregational and mission structures) will be undertaken, with a special emphasis on the years 1980-2010.

The impact of structure on mission effectiveness will be evaluated by (1) using the traditional approach of analyzing whether or not the denomination has established at least one church among every 1 million people; (2) using the unreached people group approach of analyzing the extent to which Seventh-day Adventist structure has facilitated the denomination to do outreach to unreached people groups, and (3) looking for patterns in history in which the structure has given evidence of being either a facilitator or a hindrance for mission. Implications will be drawn from the study for future conduct of mission.

For this study, Adventist history has been divided into three periods: (1) 1850-1929, the period of major organizational changes; (2) 1930-1979, the period without major organizational developments; and (3) 1980-2010, the period of unmatched growth. The impact of structure on mission effectiveness will be evaluated with a focus on the third of those periods, from 1980 to 2010. Previous studies and statistics already available will be used as historical documents and data sources.

Primary sources include annual statistical reports from the General Conference of

Seventh-day Adventists and other reports from the General Conference's Office of Archives, Statistics, and Research;⁴³ official compilations of documents related to church organization;⁴⁴ board minutes from various boards within the church (the Foreign Mission Board, the General Conference Sessions, and the General Conference Committee, among others);⁴⁵ statements from selected worldwide leaders in mission and structure in the Seventh-day Adventist Church; and denominational journals.⁴⁶

Definition of Terms

Mission: The term mission refers to the purpose for which organizations exist.

Richard Daft puts it this way: "All organizations, including MySpace, Johnson & Johnson, Google, Harvard University, the Catholic Church [and all other denominations, including the Seventh-day Adventist Church], the U.S. Department of Agriculture, the

⁴³Relevant reports include: Office of Archives and Statistics, *146th Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 2008); Office of Archives Statistics and Research, *148th Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 2010). Reports are available from 1899 to 2013 at www.adventistarchives.org.

⁴⁴See, for instance, Bert Haloviak, 1984, "Documents on Church Organization 1883-1907," <http://docs.adventistarchives.org/docs/AST/Ast1984.pdf#view=fit> (accessed December 25, 2012).

⁴⁵General Conference of Seventh-day Adventists, "World Church Structure and Governance," <http://www.adventist.org/world-church/facts-and-figures/structure/index.html> (accessed January 15, 2013); Office of Archives and Statistics General Conference of Seventh-day Adventists, "Foreign Mission Board Minutes," <http://www.adventistarchives.org/documents.asp?CatID=1%20%20&SortBy=0&ShowDateOrder=True> (accessed March 10, 2010); Office of Archives and Statistics General Conference of Seventh-day Adventists, "General Conference Committee Minutes," General Conference of the Seventh-day Adventist Church, <http://www.adventistarchives.org/documents.asp?CatID=2++&SortBy=1&ShowDateOrder=True&offset=-1> (accessed March 10, 2010).

⁴⁶Abundant information is available from *Adventist Review*, a journal which publishes notes from the Annual Councils of the General Conference of Seventh-day Adventists. *The Signs of the Times* also provides a reliable primary source on issues related to church structure in the early history of Adventism. These journals and all others mentioned above can be accessed through the General Conference Archives. See Office of Archives and Statistics General Conference of Seventh-day Adventists, "General Conference Archives," Seventh-day Adventist Church, <http://www.adventistarchives.org/DocArchives.asp> (accessed March 10, 2010).

local laundry, and the neighborhood deli, exist for a purpose. This purpose may be referred to as the overall goal, or mission.”⁴⁷

In most of the present study, mission refers specifically to the official mission of the Seventh-day Adventist Church, which is “to make disciples of all people, communicating the everlasting gospel in the context of the three angels’ messages of Revelation 14:6-12, leading them to accept Jesus as personal Savior and unite with His remnant Church, discipling them to serve Him as Lord and preparing them for His soon return.”⁴⁸ Depending upon the context within this document, the term *mission* will be used for organizations in general or for the Seventh-day Adventist Church in particular.

*Structure:*⁴⁹ In this document, structure refers to the relationships among the parts of an organized whole, directed towards the achievement of organizational aims.⁵⁰ Thus, the structure of an organization is, by definition, linked to the organization’s mission. Structure has a tremendous impact on organizational effectiveness. Therefore, evaluating mission effectiveness implies an evaluation of structure, because mission is the *raison d’être* of organizational structure.

In 1970 and 1974 Ralph Winter introduced the idea that the church has two types of structures, which he called *modality* (congregational structure) and *sodalities* (mission

⁴⁷Richard L. Daft, *Organization Theory and Design* (Mason, OH: South-Western Cengage Learning, 2010), 60.

⁴⁸General Conference of Seventh-day Adventists, “Mission Statement of the Seventh-day Adventist Church.”

⁴⁹Defining structure is not an easy task. In fact, it is argued that the desire to define structure in a complete or finite matter is counterproductive. See Wendy Pullan and Harshad Bhadeshia, eds., *Structure in Science and Art*, The Darwin College Lectures (New York: Cambridge University Press, 2000), 8.

⁵⁰See Hatch, *Organization Theory*, 161.

structures). Winter argued that the church's efforts will be most successful when both structures are fully and appropriately involved.⁵¹ For this study, both congregational and mission structures are considered a part of the church's structure, with special emphasis and attention given to these structures in the Seventh-day Adventist Church.

Mission effectiveness: Refers to the effectiveness in fulfilling mission as defined above. For this research, special emphasis has been placed on analyzing the effectiveness of the Seventh-day Adventist Church's structure in taking the gospel to unreached people groups in response to Jesus' command to the disciples that they should take the gospel to "all nations" (Matt 28:19).

Congregational structure: The term congregational structure should not be confused with congregationalism (structurally independent, self-governing congregations). In this document, a congregational structure refers to the structure of a given denomination (local churches and the denomination as a whole). In the context of the Seventh-day Adventist Church, the term includes local churches and companies, local conferences/missions/fields, union conferences/missions, unions of churches, and the General Conference with its regional divisions.⁵²

Paul Pierson describes the congregational structure as "what we call a local church and that church's extension to a network of local churches or a denominational

⁵¹Ralph D. Winter, "Two Structures of God's Redemptive Mission," *Missiology* 2, no. 1 (1974): 121-127. See also Ralph D. Winter and Robert Pierce Beaver, *The Warp and the Woof: Organizing for Mission* (South Pasadena, CA: William Carey Library, 1970).

⁵²See General Conference of Seventh-day Adventists, *Working Policy 2011-2012*, 53-54.

structure.”⁵³ This structure, he explains, is “inclusive of fervent as well as nominal believers, youth and the elderly, new Christians, and mature disciples.”⁵⁴

A congregational structure usually has the following characteristics: (1) it has a multifaceted concern⁵⁵ and an overfull schedule;⁵⁶ (2) the majority of its programs are inward orientated, with an emphasis on those who have already accepted Christ as their Savior;⁵⁷ (3) its programs are oriented towards consolidation rather than towards initiation,⁵⁸ by either increasing the size of existing congregations or starting daughter congregations without attempting to take the gospel to cultures where there is no Christian church or, as Blincoe puts it, growing the church “where it already is”;⁵⁹ (4) it usually moves slowly because it invests in building consensus;⁶⁰ (5) it provides longevity and continuity, giving members a sense of unity, stability, and security;⁶¹ (6) it is people-oriented (most of the finance and personnel of the church are committed to the nurture

⁵³Paul Everett Pierson, *The Dynamics of Christian Mission: History through a Missiological Perspective* (Pasadena, CA: William Carey International University Press, 2009), 36.

⁵⁴Ibid., 6.

⁵⁵Bauer, “Congregational and Mission Structures,” 13.

⁵⁶George Miley, *Loving the Church—Blessing the Nations: Pursuing the Role of Local Churches in Global Mission* (Waynesboro, GA: Authentic Publishing, 2003), 88.

⁵⁷See Bauer, “Congregational and Mission Structures,” 13, 14; Miley, *Loving the Church—Blessing the Nations*, 88.

⁵⁸George Miley, “Seeking Initiation and Consolidation among All Nations,” *Mission Frontiers* 2005, no. 3 (2005): 9.

⁵⁹Robert Blincoe, “The Strange Structure of Mission Agencies. Part I: Still Two Structures after All These Years?” *International Journal of Frontier Missions* 19, no. 1 (2002): 6.

⁶⁰Bauer, “Congregational and Mission Structures,” 15, 16; Miley, *Loving the Church—Blessing the Nations*, 88.

⁶¹See Bauer, “Congregational and Mission Structures,” 15; Miley, *Loving the Church—Blessing the Nations*, 141.

and service of members); (7) it works as a check and balance to help regulate activities and set policies;⁶² and (8) it tends to be authoritarian and to dominate, often refusing to recognize legitimate mission structures and their roles.⁶³

Mission structure: The term mission structure refers to task-oriented, mission-focused organizations within the church or working in association with it. Pierson describes mission structures as “small, mobile, focused groups of men and/or women who know that God has called them to a specific missionary task in a different place or culture.”⁶⁴ Blincoe equates a mission structure with a task structure, echoing John R. Mott, who “had envisioned new ‘task’ structures to meet mission needs that denominational organizations could not meet.”⁶⁵ In the context of the Seventh-day Adventist Church and for the purposes of this study, a “supporting ministry” that is focused in mission could be considered a mission structure.⁶⁶

Mission structures usually share the following characteristics: (1) their resources and efforts are usually concentrated into one small, narrow area in order to reach their

⁶²Bauer, “Congregational and Mission Structures,” 16, 17; Ralph D. Winter, “From the Editor's Desk,” *International Journal of Frontier Missions* 19, no. 1 (2002): 3.

⁶³Pierson, *The Dynamics of Christian Mission*, 36.

⁶⁴Ibid., 33.

⁶⁵Blincoe, “The Strange Structure of Mission Agencies, Part I,” 5.

⁶⁶A “supporting ministry” is defined in the Seventh-day Adventists’ *Working Policy* as an independent organization with the following characteristics: (1) its leaders and representatives are members of the Seventh-day Adventist Church, and support the denomination’s goals and purposes, positively supplementing with their work “that of the Church in carrying out the gospel commission”; (2) its theological positions shall be in harmony with the fundamental beliefs of the Seventh-day Adventist Church; and (3) the organization does not accept tithe but its leaders “shall encourage their supporters to be faithful in returning tithe and appropriate offerings through the authorized channels of the Seventh-day Adventist Church. See General Conference of Seventh-day Adventists, *Working Policy*, 2011-2012 ed. (Washington, DC: Review and Herald, 2011), 385.

objective;⁶⁷ (2) their leaders are more concerned with initiation than with consolidation,⁶⁸ thus tending to grow the church in unreached areas, often crossing cultural, linguistic, and geographic boundaries rather than focusing on the local congregation;⁶⁹ (3) while congregational structures are people-oriented, mission structures are task-oriented and their leaders usually show a low tolerance for unproductive people;⁷⁰ (4) they are usually started and guided by charismatic leaders;⁷¹ (5) since mission structures more often cross cultural barriers, their leaders are more innovative and open to change;⁷² and (6) they usually have less stability and a shorter life than the congregational structure.⁷³

Local Church: Refers to a group of Seventh-day Adventist members, in a defined location, that has been granted official status as a Seventh-day Adventist church.⁷⁴

Local Company: When applied to a group of Seventh-day Adventist members in a defined location, the interchangeable terms *local company* or *company* refer to a congregation that has not yet been granted official status as a church.⁷⁵

Local Conference: In this paper, the term refers to a sisterhood of local churches

⁶⁷Bauer, "Congregational and Mission Structures," 20, 21.

⁶⁸Miley, "Seeking Initiation and Consolidation among All Nations," 9.

⁶⁹Bauer, "Congregational and Mission Structures," 23.

⁷⁰Ibid., 21; Blincoe, "The Strange Structure of Mission Agencies, Part I," 5.

⁷¹Miley, *Loving the Church—Blessing the Nations*, 88.

⁷²Bauer, "Congregational and Mission Structures," 24.

⁷³See *ibid.*, 15; Miley, *Loving the Church—Blessing the Nations*, 74.

⁷⁴General Conference of Seventh-day Adventists, *Working Policy 2010-2011* (Hagerstown, MD: Review and Herald, 2010), 53; General Conference of Seventh-day Adventists, *Working Policy*, 55.

⁷⁵This generally implies that the local congregation is in a transition stage towards becoming a local church. General Conference of Seventh-day Adventists, *Working Policy 2010-2011*, 72.

within a defined geographic area. Although in Seventh-day Adventist polity there are slight differences between the terms *conference*, *mission*, and *field*, local missions and fields will be called *local conferences* as well.⁷⁶

Union Conference: In Seventh-day Adventist polity, the term refers to a sisterhood of local conferences, local missions, or local fields, within a defined geographical area (often a grouping of states or a whole country).⁷⁷

General Conference: The term General Conference is a short version of “General Conference of Seventh-day Adventists,” the largest unit of organization of the Seventh-day Adventist Church; it includes all church organizational structures in all parts of the world. To facilitate its worldwide activity, the General Conference has established regional offices, known as divisions of the General Conference.⁷⁸

Division: The term refers to each of the regional offices of the General Conference established in order to facilitate its worldwide activity.

⁷⁶The term *mission*, when it refers to the status of a local sisterhood of churches or conferences within the organizational structure of the Seventh-day Adventist Church, indicates that such organization may receive direct support (financial and/or administrative) from the next higher level of organization, and it also indicates that its officers are appointed by the next higher level of organization. When an organization having mission status is granted *conference* status, its officers are elected by its own constituency session or executive committee, instead of being elected by the next higher level. General Conference of Seventh-day Adventists, *Working Policy 2010-2011*, 53.

⁷⁷*Ibid.*, 1; General Conference of Seventh-day Adventists, “World Church Structure and Governance,” <http://www.adventist.org/world-church/facts-and-figures/structure/index.html> (accessed March 22, 2011).

⁷⁸In 2010 there were 13 Divisions around the world: East-Central Africa (ECD), Euro-Africa (EUD), Euro-Asia (ESD), Inter-American (IAD) North American (NAD), Northern Asia-Pacific (NSD), Southern Africa-Indian Ocean (SID), South American (SAD), South Pacific (SPD), Southern Asia (SUD), Southern Asia-Pacific (SSD), Trans-European (TED), and West-Central Africa (WAD). See General Conference of Seventh-day Adventists, *Working Policy 2010-2011*, 54; General Conference of Seventh-day Adventists, “World Church Structure and Governance.”

A Quick Look at This Dissertation

Up to this point, the present document has focused on presenting the background of this study, the problem statement, the purpose and justification of the study, its scope and delimitations, its methodology, and a definition of the key terms to be used. Chapter 2 will examine structure from an anthropological perspective, as well as structure, mission, and effectiveness from an organizational perspective. Chapter 3 will outline church structure and mission effectiveness in Christian history. Chapter 4 will focus on structure and mission effectiveness in the Seventh-day Adventist Church in the years 1980-2010, and chapter 5 will present the findings and implication, as well as some recommendations for further research.

CHAPTER II

MISSIOLOGICAL ANALYSIS OF STRUCTURE AND MISSION

Is it important for the church to pay attention to structure? What does anthropology have to say about it? What can the church learn from studies in organizational structure and mission? Such issues will be introduced in this chapter, as part of the framework in which the rest of the present study will be developed.

An Introduction to Structure

Towards a Definition of Structure

Robert Fritz's first "structural axiom" says that "structure is formed by relationships among elements."¹ For Mary Jo Hatch, structure refers to the relationships among the parts of an organized whole, a concept applicable to almost anything from a building to the human body.² Wendy Pullan and Harshad Bhadeshia tell us that "bridges and buildings, DNA and the periodic table, flora and fauna, machines and circuits, human beings and the societies of which they are part, even thoughts and ideas—all of these can be understood as particular structures that are part of the world and our experience of it."³

¹Fritz's "structural axioms" constitute a portion of his "nine laws of organizational structure," examined at length in a book he published in 1996. Robert Fritz, *Corporate Tides: The Inescapable Laws of Organizational Structure* (San Francisco, CA: Berrett-Koehler Publishers, 1996), 20.

²Hatch, *Organization Theory*, 161.

³Pullan and Bhadeshia, eds., *Structure in Science and Art*, 1.

Defining structure is not an easy task. Alhonsus Trompenaars contends that consistent and scientific analyses of structure are very recent.⁴ Also, “people socialized in different cultures perceive things differently because they perceive differently.”⁵ Fritz contends, furthermore, that forces at play in organizational structure are not usually apparent to even the most knowledgeable people within the company.⁶ It is also argued that the desire to define structure in a complete or finite matter is counterproductive.⁷

Some suggest that human beings are programmed by culture to do what they do and to be what they are; “culture is the software of the human mind that provides an operating environment for human behaviors.”⁸ A definition of culture is not necessary in this research, but its implications on structure are undeniable.⁹ Richard Lewis argues that

⁴Alhonsus Maria Rogerius Trompenaars, “The Organization of Meaning and the Meaning of Organization: A Comparative Study on the Conceptions of Organizational Structure in Different Cultures” (Ph.D. dissertation, University of Pennsylvania, 1985), 71.

⁵Anne Maydan Nicotera, Marcia J. Clinkscales, and Felicia R. Walker, *Understanding Organizations through Culture and Structure: Relational and Other Lessons from the African-American Organization* (Mahwah, NJ: Lawrence Erlbaum Associates, 2003), 2.

⁶Fritz, *Corporate Tides*, 13.

⁷Pullan and Bhadeshia, eds., *Structure in Science and Art*, 8.

⁸Guoming Zhen and William J. Starosta, *Foundations of Intercultural Communication* (Boston, MA: Allyn and Bacon, 1998), 25. In dealing with the “cultural software” metaphor, J. M. Balkin warns that human minds do not work exactly like computers, and that although the idea of cultural software suggests an opposition to “biological hardware,” we cannot distinguish between “hardware” and “software” in humans in the way we can for computers. He adds that “it is highly misleading to think of individuals as consisting of identical hardware into which identical copies of software are installed.” Hofstede and others share the same concern. J. M. Balkin, *Cultural Software: A Theory of Ideology* (New Haven, CT: Yale University Press, 1998), 4, 5; Geert H. Hofstede, Gert Jan Hofstede, and Michael. Minkov, *Cultures and Organizations: Software of the Mind—Intercultural Cooperation and Its Importance for Survival*, 3rd ed. (New York, NY: McGraw-Hil, 2010).

⁹Hofstede and Hofstede define culture as “the collective programming of the mind that distinguishes the members of one group or category of people from others.” Geert H. Hofstede and Gert Jan Hofstede, *Cultures and Organizations: Software of the Mind*, 2nd ed., The Successful Strategist Series (New York: McGraw-Hill, 2005), 4. It should also be noted that culture is not only the shared norms, mores, values, beliefs, customs, rituals, ceremonies, attitudes, or morals in a given society, but such

“no two cultures view the essence of authority, hierarchy or optimum structure in an identical light.”¹⁰ He also points out that the organization of a given society is directly influenced by language, religion, history, and climate.¹¹ All societies have some form of organization, although “cultural groups organize themselves in strikingly different ways.”¹² Conrad Phillip Kottak explains that cultures show tremendous diversity in their beliefs, practices, integration, and patterning.”¹³

The Need for a Global Perspective: A Brief Survey

The previous point leads to a significant question: Is it possible to create an organizational structure that is appropriate for everybody around the world? Research consistently suggests a negative answer. Although it would be beyond the scope of the present study to survey this issue in detail for each region of the world, the next few

constructs are only the manifestations of the culture underlying them. Culture is not what people think about issues, but it is the very way people apprehend the world. See Anne Maydan Nicotera and others, “Race as Political Identity,” in *Routledge Handbook of Applied Communication Research*, ed. Lawrence R. Frey and Kenneth N. Cissna (New York: Routledge, 2009); Nicotera, Clinkscales, and Walker, *Understanding Organizations through Culture and Structure*, 2.

¹⁰Richard D. Lewis, *When Cultures Collide: Leading across Cultures* (Boston, MA: Nicholas Brealey, 2006), 111.

¹¹Ibid., 106. It has been argued that “just as individual human organizational members are cultural members of their organizations, organizations are cultural members of the societies in which they are embedded. In a multicultural society, like the United States, organizational members bring a multitude of cultures with them in their constitution of organization, and the organizational entity is embedded in a multicultural environment.” Nicotera, Clinkscales, and Walker, *Understanding Organizations through Culture and Structure*, 2. See Charlotte Benson and Edward J. Clay, *Understanding the Economic and Financial Impacts of Natural Disasters*, Disaster Risk Management Series (Washington, DC: World Bank, 2004); Gary D. Bouma, “Assessing the Impact of Religion: A Critical Review,” *Zygon* 6, no. 1 (1971): 55-64; James Boyle and Jessica Hellmann, “The Ties That Bind: The Connection between Climate and Society,” *Climatic Change* 76, no. 3-4 (2006): 479-482; Paul J. Dine, “Cross-Cultural Management Studies,” PowerPoint presentation in PDF, http://cpe.njit.edu/extnotes_ITV/HRM685/HRM685_CMS3.pdf (accessed March 11, 2010).

¹²Lewis, *When Cultures Collide*, 106.

¹³Conrad Phillip Kottak, *Cultural Anthropology* (New York: McGraw Hill, 2008), 55.

examples will suffice for the purposes of this document.

Together with Switzerland and Luxembourg, Germany is in the linear-active extreme of Lewis's model for cultural types.¹⁴ They are cool, factual, and decisive planners, and try to keep everything in tidiness and symmetry; theoretically perfect. The German *Ordnung*, where everything and everyone has a place in a grand design calculated to produce maximum efficiency, is difficult for the impulsive Spaniard, the improvising Portuguese, or the soulful Russian. Lewis even suggests that the German *Ordnung* goes beyond the pragmatic and orderly intent of the Americans, British, Dutch, and Scandinavians.¹⁵ According to Vance and Paik, German employees may prefer a formal structure or hierarchy when working in a group.¹⁶ Their structure holds a high esteem for hierarchy, and leaders seek consensus. Experience, maturity, well-trying procedures, and proven success are highly respected in Germany.¹⁷ Meetings begin on the dot, appointments are strictly observed, and late arrivals should be announced and apologized prior to the appointed arrival time. Some of the rigidity of German procedures may provoke some discomfort among Latins and some Anglo-Saxons.¹⁸

In French organizations, authority is concentrated in the carefully appointed leader, and what French employees generally prefer is a distinctively directive and

¹⁴Richard D. Lewis, 1999, "Turning Culture Differences into Advantages," PowerPoint presentation prepared for SPACE International Conference, http://www.space-eu.be/uploads/documents/powerpoint/keynoteTallinn_Richard_Lewis.ppt (accessed March 9, 2010).

¹⁵Lewis, *When Cultures Collide*, 111.

¹⁶Charles Vance and Yongsun Paik, *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management* (Armonk, NY: M.E. Sharpe, 2006), 225.

¹⁷Lewis, *When Cultures Collide*, 111.

¹⁸*Ibid.*, 112.

autocratic leadership.¹⁹ An interesting component of France's view of structure is that there is a high tolerance in French companies for management blunders, in contrast with Germany and the United States; German executives are highly respected, but their mistakes are not easily forgiven; Americans may easily get to the top leadership, but managers are very likely to be fired if they lose money. The French view of management, in contrast, expects a good proportion of the manager's decisions to be incorrect. Also, it concentrates authority around the chief executive, causing the opinions of experienced middle managers and technical staff to not always carry the weight that they would in Anglo-Saxon or Scandinavian companies.²⁰

Cultural and historical roots are evident in the concept of structure common in different parts of the world. Latin American workforce teams would prefer a paternalistic approach from their managers. Knowing the right people "oils the wheels of commerce in Latin countries, just as it does in Arab and Asian cultures."²¹ However, some aspects of British management still reflect the feudal and imperial origins of status and leadership in England. In the United States, age and seniority assume less importance because the pursuit of happiness is often confused with the pursuit of wealth, and status usually depends upon achievement and wealth. Sweden's *primus inter pares* view of structure reflects Swedish society and history. Japan, historically an isolated country, has developed a unique culture of interdependence within their groups, and decisions are usually taken in consensus, with the assistance of a *ringi-sho*, a document created to

¹⁹Vance and Paik, *Managing a Global Workforce*, 225.

²⁰Lewis, *When Cultures Collide*, 114.

²¹*Ibid.*, 119; Vance and Paik, *Managing a Global Workforce*, 225.

obtain approval for new projects, expenditures, or process changes.²²

Alphonsus Trompenaars's study with some 650 subjects in nine countries suggests that organizational structure is a social construct, and "similar formal structures can be perceived differently by different individuals in different cultures."²³ The IBM research discussed by Geert H. Hofstede and Gert Jan Hofstede clearly demonstrates that the value differences in different countries are quite considerable.²⁴ Defining structure, then, requires a global, diverse perspective. It is impossible for the present study to explore in detail all approaches to categorizing cultures, but three will be briefly referenced here: (1) The regionally homogeneous categorization (East, Asia, and West),²⁵ (2) Hofstede's categorization (power distance, individualism, uncertainty avoidance, and masculinity),²⁶ and (3) Lewis's categorization (linear-actives, multi-actives, and reactives).²⁷

²²Lewis, *When Cultures Collide*, 114, 115, 117, 118, 120, 512.

²³Trompenaars, "The Organization of Meaning and the Meaning of Organization," 328-330.

²⁴Hofstede and Hofstede, *Cultures and Organizations: Software of the Mind*, 366.

²⁵The regionally homogeneous approach to categorizing cultures lies in the assumption that cultures are homogeneous within specific geographical sections of the globe, dividing the world into three basic sections: East, Asia, and West. In this view, countries in each category share a similar culture. It is widely recognized, however, that although Eastern countries share some common characteristics, there are many differences between their respective cultures. Talal A. Al-Emadi and Maryam A. Al-Asmakh contend that "it is improper to assume that each category shares a similar culture, given that countries within each category are likely to have different geographical locations, historical developments and stages of economic development." A. Al-Emadi Talal and A. Al-Asmakh Maryam, "Cultural Differences and Their Impact: Some Brief Comments," *Chinese Journal of International Law* 5, no. 3 (2006): 808.

²⁶Geert Hofstede's Categorization, developed on the basis of a survey within IBM subsidiaries in 66 countries, identified four dimensions along which countries could be positioned: power distance, individualism, uncertainty avoidance and masculinity. Long-term orientation, a fifth dimension, was added later after a study among students in 23 countries around the world.

The Power Distance Index (PDI) is the extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally. Although all societies are unequal, Hofstede emphasizes here that some societies are more unequal than others, and some may even feel comfortable with inequality. Individualism (IDV) is the degree to which individuals are integrated

Although focusing merely on the national level of culture mistakenly assumes that culture is homogeneous within political boundaries,²⁸ the preceding examples illustrate the need for a global perspective when defining structure. In church structure, one size will definitely not fit all. It would be impossible to establish an organizational pattern that will perfectly fit all cultures. Flexibility and cultural sensitivity are very important. An understanding of structure requires a global perspective which is culturally sensitive. For a study on structure and mission in a denomination as increasingly diverse as the Seventh-day Adventist Church, the need for flexibility and for a global, culturally sensitive perspective, cannot be overlooked.

Anthropological Insights on Structure

One of the questions that have puzzled human beings for many centuries is the origins of humanity; but although scholars have not been able to reach an agreement on

into groups. Individualist societies have very loose ties between individuals: everyone is expected to look after him/herself and his/her immediate family. Collectivist societies have strong, cohesive groups in which people are integrated from birth onwards. Masculinity (MAS) versus its opposite, femininity, refers to the distribution of roles between the genders. Uncertainty Avoidance Index (UAI) indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations.

An important contribution of Hofstede's model is that it highlights the importance of countries or national culture when trying to explain people's attitudes and values. It is also argued, however, that Hofstede's approach is too narrow because his focus on the national level of culture ignores the organizational level of culture and assumes that culture is homogeneous within national boundaries. See Geert H. Hofstede and ITIM International, "Geert Hofstede™ Cultural Dimensions," http://www.geert-hofstede.com/geert_hofstede_resources.shtml (accessed March 14, 2010); Hofstede and Hofstede, *Cultures and Organizations: Software of the Mind*; Hofstede, Hofstede, and Minkov, *Cultures and Organizations: Software of the Mind – Intercultural Cooperation and Its Importance for Survival*; Talal and Maryam, 808, 809.

²⁷Linear-actives are those who plan, schedule, organize, pursue action chains, and do one thing at a time. Examples include the Swedes, Swiss, Dutch, and Germans. Multi-actives do many things at once, planning their priorities not according to a time schedule but according to the perceived importance of each activity. Reactives prioritize courtesy and respect, listening quietly and calmly to their interlocutors and reacting carefully to the other side's proposals. See Lewis, *When Cultures Collide*, xviii-xix; 30-34; Lewis, "Turning Culture Differences into Advantages."

²⁸Talal and Maryam, "Cultural Differences and Their Impact," 808, 809.

the origins of humanity, there is general agreement that human beings are social beings.²⁹ Abraham Maslow's hierarchy of needs includes belongingness in the category of love needs, which is the third of what he called the five basic human needs;³⁰ John Donne's statement that "no man is an island" concurs with the idea that humans are social beings;³¹ Sigmund Freud, John Bowlby, Karen Horney, Harry Stack Sullivan, Erich Fromm, and many others also point to the need for interpersonal contact in a variety of ways.³²

It has been suggested that "certain basic needs, of which the need for security is the most fundamental, are best satisfied within social relationships."³³ Research on social exclusion as it relates to self-defeating behavior,³⁴ prosocial behavior,³⁵ and cognitive

²⁹Moses, the ancient biblical writer, portrays God declaring that "it is not good for the man to be alone" (Gen 2:18). It has been argued that the creation of humankind "is the one act in the whole creation drama that calls for community action." Zac Niringiye, "In the Garden of Eden—1: Creation and Community," *Journal of Latin American Theology* 5, no. 1 (2010): 25. See Stephen A. Grunlan and Marvin Keene Mayers, *Cultural Anthropology: A Christian Perspective*, 2nd ed. (Grand Rapids, MI: Academic Books, 1988); Paul G. Hiebert, *Cultural Anthropology* (Philadelphia, PA: Lippincott, 1976); Kottak, *Cultural Anthropology*.

³⁰Abraham H. Maslow, "A Theory of Human Motivation," *Psychological Review* 50, no. 4 (1943): 394.

³¹John Donne, *Devotions Upon Emergent Occasions*, ed. Anthony Raspa (Montreal, CA: McGill-Queen's University Press, 1975), 62.

³²See Roy F. Baumeister and Mark R. Leary, "The Need to Belong: Desire for Interpersonal Attachments as a Fundamental Human Motivation," *Psychological Bulletin* 117, no. 3 (1995): 497.

³³Cindy Hazan and Phillip R. Shaver, "Attachment as an Organizational Framework for Research on Close Relationships," *Psychological Inquiry* 5, no. 1 (1994): 9.

³⁴Although the seemingly rational thing to do after any failure or setback would be to become more careful and cautious in order to avoid further failures, in these studies "a setback associated with the basic need to belong produced the opposite result, namely an assortment of self-defeating behaviors that would expose the self to further risks and problems." Jean M. Twenge, Kathleen R. Catanese, and Roy F. Baumeister, "Social Exclusion Causes Self-Defeating Behavior," *Journal of Personality and Social Psychology* 83, no. 3 (2002): 614.

³⁵In these experiments, "socially excluded people donated less money to a student fund, were unwilling to volunteer for further lab experiments, were less helpful after a mishap, and cooperated less in a

processes³⁶ strongly suggests that there is something in human nature that drives people to seek social relationships.

In 1995, Roy Baumeister and Mark Leary assembled a large body of empirical findings in order to evaluate whether or not belonging is really a basic human need. Their study suggests that “the desire for interpersonal attachment may well be one of the most far-reaching and integrative constructs currently available to understand human nature.”³⁷ Their study also found that relationships emerge quite naturally in all cultures, that people intentionally invest in fostering relationships, and that generally people seem not to be satisfied by frequent interactions without stable relationships.³⁸

Stephen Grunlan and Marvin Mayers argue for the universality of groups among human beings, suggesting three basic reasons for this behavior: (1) The long period of physical and social maturation required by humans, (2) the psychological need for companionship, and (3) the relative physical weakness of human beings.³⁹ Some anthropologists argue that there are inherited predispositions in human beings that

mixed-motive game with another student.” Jean M. Twenge and others, “Social Exclusion Decreases Prosocial Behavior,” *Journal of Personality and Social Psychology* 92, no. 1 (2007): 56.

³⁶In these studies, the researchers found that people exhibited significant cognitive decrements after they were told that they were likely to end up alone in life. Roy F. Baumeister, Jean M. Twenge, and Christopher K. Nuss, “Attitudes and Social Cognition—Effects of Social Exclusion on Cognitive Processes: Anticipated Aloneness Reduces Intelligent Thought,” *Journal of Personality and Social Psychology* 83, no. 4 (2002): 817-827.

³⁷Baumeister and Leary, “The Need to Belong: Desire for Interpersonal Attachments as a Fundamental Human Motivation,” 522.

³⁸The authors found that there is some evidence that interactions with a changing series of partners, without any stable relationship bond, do not offer complete satisfaction to people. See *ibid.*, 502, 513, 515.

³⁹Grunlan and Mayers, *Cultural Anthropology*, 179, 180.

underlie social arrangements such as the family structure and courtship.⁴⁰ John Shepard argues that all known societies have families and marriage.⁴¹ Also, Grunlan and Mayers quote George Murdock's research on 250 societies to say that "while there are diverse schemes for forming marriages, the family unit is found in all societies. Specifically, the unit is composed of the husband, his wife, and their immature children."⁴² Some have argued that hierarchy has an "almost biological underpinning."⁴³ Clara Elizabeth Richard argues that "societies, because they are made up of interacting, interdependent people, need order and organization to exist."⁴⁴

Interestingly, the Seventh-day Adventist Church has seen among its following a few advocates of the idea that it is not important to discuss organizational issues because God will take care of His church, and also the concept that the structure of the church is a necessary evil (or maybe not so necessary). As reflected in these studies and others, there is strong evidence that social structures and stable relationships are inherent to human nature. Although the church's main focus should not be on organizational concerns but on God's work, it seems clear that the church cannot ignore structural issues and still be faithful in fulfilling God's mission.

⁴⁰David W. McCurdy and James P. Spradley, eds., *Issues in Cultural Anthropology: Selected Readings* (Boston, MA: Little, Brown, 1979), 15.

⁴¹Jon M. Shepard, *Sociology*, 10th ed. (Belmont, CA: Wadsworth, 2010), 302.

⁴²Grunlan and Mayers, *Cultural Anthropology*, 143.

⁴³See Ron Ashkenas and others, *The Boundaryless Organization: Breaking the Chains of Organizational Structure* (San Francisco, CA: Jossey-Bass, 1995), 34, 35.

⁴⁴Cara Elizabeth Richards, *Man in Perspective: An Introduction to Cultural Anthropology*, 1st ed. (New York: Random House, 1972), 160.

Structure in Organizations

Towards a Definition of Organization

The concept of organizations has developed throughout history. The following few paragraphs describe three basic concepts of organization: the organization as a machine, as an organism, and finally as a system.

The concept of organization as a machine, from the “Classical School of Management,” is represented by Max Weber in Germany, Henri Fayol in France, and Frederick Winslow Taylor in America. Trompenaars pointed out that, in Germany, “Weber wrote of ‘bureaucratic structures’ where activities are formalized by rules, job descriptions, and training.”⁴⁵ For Weber, then, the real authority in an organization is in the rules. “The power of the ‘officials’ is strictly delimited by these rules.”⁴⁶

In France, Fayol identified five functions of the managerial process: planning, organizing, commanding, coordinating, and controlling. For him, the authority in an organization is both in the person and in the rules or statute.⁴⁷ In America, Taylor’s concern was the programming of the contents of operating work with the help of time and motion studies.⁴⁸ For him and Mary Parker Follet, the authority is neither in the person nor in the rules but in the situation.⁴⁹

⁴⁵Trompenaars, “The Organization of Meaning and the Meaning of Organization,” 73.

⁴⁶Hofstede and Hofstede, *Cultures and Organizations*, 249.

⁴⁷Ibid., 248.

⁴⁸Trompenaars, “The Organization of Meaning and the Meaning of Organization,” 73.

⁴⁹Hofstede and Hofstede, *Cultures and Organizations: Software of the Mind*, 250.

Max Weber in Germany, Henri Fayol in France, and Frederick Taylor in America have at least one thing in common: They see the organization as a machine. In sum, this model views the organization as an instrument, a tool in the hands of the employer, and the employer is often able to manipulate the organization to fulfill his or her own purposes.⁵⁰

The concept of organization as an organism contrasts sharply with the previous one. Although the mechanistic concept of organizations summarily takes organizations as an instrument for use by its creators/owners in pursuit of their particular objectives, and with no purposes of its own, in the organismic concept of organizations the group of actors are seen as organs and considered to be part of a closed organismic system.⁵¹

The third concept is that of the organization as a system of human interaction. The organization is seen as a whole where organizational actors meet. In Trompenaars's study, this conceptualization of organization is considered the most appropriate way of conceptualizing human organization because it makes possible the introduction of culture as an important organizational factor.⁵²

⁵⁰Trompenaars, "The Organization of Meaning and the Meaning of Organization," 73.

⁵¹Trompenaars, "The Organization of Meaning and the Meaning of Organization," 78.

⁵²Ibid., 72.

Organizations as Communication

For some authors, the structure of an organization is the configuration of elements that are linked together in some way.⁵³ For Henry Mintzberg, organization requires two different things: division of labor and coordination of tasks.⁵⁴ Geert H. Hofstede and Gert Jan Hofstede suggest that the purpose of any organizational structure is the coordination of activities.⁵⁵ Robert Fritz says that “structure is an entity formed by the influence the parts have on each other and on the whole.”⁵⁶ Nicotera, Clinkscales, and Walker agree that “an ‘organization’ in the static sense exists only as an abstraction.”⁵⁷ In organizations, the elements have an influence on each other and on the whole. Fritz adds that “when we think of structure as dynamic rather than static, we are closer to comprehending its nature.”⁵⁸ Karl E. Weick’s writings have encouraged organization scholars to pay more attention to process and less to entities.⁵⁹

⁵³See Hatch, *Organization Theory*, 161; Daniel Robey and Carol A. Sales, *Designing Organizations*, 4th ed. (Burr Ridge, IL: Irwin, 1994), 8.

⁵⁴He explains that “the structure of an organization can be defined simply as the sum total of the ways in which its labor is divided into distinct tasks and then its coordination is achieved among these tasks.” Henry Mintzberg, *Structure in Fives: Designing Effective Organizations* (Englewood Cliffs, NJ: Prentice Hall, 1993), 2.

⁵⁵Hofstede and Hofstede, *Cultures and Organizations*, 229.

⁵⁶By “entity,” however, he means totality, not a static set of organizational charts. Fritz also explains that “ordinarily, we think about the parts as parts: teams, departments, functions, products, personalities, strategies, policies, distribution systems, customers, processes, competing interests, activities, leadership, and so on. While these elements do exist, they do not exist in a vacuum. Many individual factors combine to form the organization. Fritz, *Corporate Tides*, 16.

⁵⁷Nicotera, Clinkscales, and Walker, *Understanding Organizations through Culture and Structure*, 1.

⁵⁸Fritz, *Corporate Tides*, 14.

⁵⁹Tore Bakken and Tor Hernes, “Organizing Is Both a Verb and a Noun: Weick Meets Whitehead,” *Organization Studies* 27, no. 11 (2006): 1614. For a sample of Weick’s works, see Karl E.

Besides following Weick's line of thinking, Nicotera, Clinkscales, and Walker also follow Cynthia Stohl, Larry D. Browning, James Taylor, and Elizabeth Van Every, among others, in explaining that organization is a process of ongoing interaction.⁶⁰ Their work is undergirded by two basic assumptions: (1) that organizations are constituted by communication and (2) that culture, which is accomplished communicatively, suffuses organizations.⁶¹

Communication, then, is key for the structure and function of any organizational entity: "Organizations, as entities, result from connections between people. Communication is, of course, the means by which human beings achieve that connection."⁶² Taylor and Van Every's book develops a thesis that communication is the essential "modality" for the constitution of an organization in particular, and of society in general: Organization emerges in communication.⁶³ Interestingly enough, however, a

Weick, *The Social Psychology of Organizing* (New York: Random House, 1969); Karl E. Weick, *The Social Psychology of Organizing*, 2nd ed. (New York: Random House, 1979); Karl E. Weick, *Sensemaking in Organizations* (Thousand Oaks, CA: Sage, 1995); Karl E. Weick, *Making Sense of the Organization—The Impermanent Organization*, vol. 2 (Chichester, UK: John Wiley & Sons, 2009).

⁶⁰Larry D. Browning, "Lists and Stories as Organizational Communication," *Communication Theory* 2, no. 4 (1992): 281-302; Cynthia Stohl, *Organizational Communication: Connectedness in Action* (Thousand Oaks, CA: Sage, 1995); James R. Taylor and Elizabeth J. Van Every, *Emergent Organization: Communication as Its Site and Surface* (Mahwah, NJ: Lawrence Erlbaum Associates, 2000).

⁶¹Nicotera, Clinkscales, and Walker, *Understanding Organizations through Culture and Structure*, 1, 4.

⁶²*Ibid.*, 4.

⁶³Taylor and Van Every, *Emergent Organization*, 30. Their literature review on organizational communication suggests that "there are alternative conceptualizations on how organization emerges in communication, even if you have committed yourself to believing it does." *Ibid.*

recent study suggests that traditional organizational structures create boundaries that impede communication.⁶⁴

Given these realities regarding the relevance of relationships in organizations and the fundamental function of communication for relationships, it might be appropriate for the church to ponder the role of its structures in communication. Does church structure facilitate communication among its elements, or does it hinder such interaction?

Organizations and People

Michael Papa and his associates suggest that “unless you are literally a hermit, organizations affect many aspects of your life, and you affect the lives of others through your own involvement with organizations.”⁶⁵ The authors talk about the alarm clock, the shower, breakfast, and morning news as examples of different ways in which organizations affect the lives of people. Organizations do not exist apart from the people who constitute them. “The organization is constituted, is enacted, and exists through interaction among the people who constitute it at any point of time.”⁶⁶

The importance of people in structural considerations is illustrated by the fact that people pull the organization in different directions depending upon their role in the company and other factors. Following the ideas of Henry Mintzberg and others, Kenneth Romano explains the following issues in restructuring: People at the “strategic apex”

⁶⁴Timothy M. Lewis, “Organizational Structure Effect on Communication Efficiency for Management Information System Supported Organizations: A Delphi Study” (Doctor of Management dissertation, University of Phoenix, 2011).

⁶⁵Michael J. Papa and others, *Organizational Communication: Perspectives and Trends*, 5th ed. (Thousand Oaks, CA: Sage Publications, 2008), 2.

⁶⁶Ibid.

(those at the top of the organization) exert centralizing pressures through command-and-control management and rules; those at the operating core (the people directly related to the production of services or products) seek to control their own destiny and minimize influence from other structural components; middle managers pull the organization toward “silo management” (departments tend to operate independently); people at the “techno-structure” level (the analysts who design, plan, change, or train the operating core) exert pressure to standardize in order to monitor and measure; and the support staff pull the organization toward authority being given to small work units so that there is more collaboration and so that they can have influence over daily decision-making.⁶⁷

Organizations are either strengthened or weakened by the influence of people.⁶⁸

Romano explains that leadership requires organizational structure, and organizational structure requires leaders.⁶⁹ An appropriate formal hierarchy may help establish and maintain the mission, but it is void and useless without people.⁷⁰

⁶⁷See Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice, and Leadership* (San Francisco, CA: Jossey-Bass, 1997); Mintzberg, *Power in and around Organizations*, The Theory of Management Policy Series (Englewood Cliffs, NJ: Prentice-Hall, 1983); Kenneth W. Romano, “The Influence of Organizational Culture, Leadership, and Structure on Operational Effectiveness in the Aerospace Industry” (Ph.D. dissertation, University of Phoenix, 2003).

⁶⁸Franklin Covey suggests that individual problems become organizational problems as people bring such problems with them to their work environment every day. In the same way, individuals bring their strengths to the organization and strengthen it. Franklin Covey, *Principle-Centered Leadership* (New York: 1992), 165.

⁶⁹The existence of a leader in a group creates a hierarchy that can be construed as organizational structure. The effectiveness of a structure depends on factors such as the nature of leadership, the nature of the leaders and followers, the intent of the organization’s leaders, and the nature of the organization’s structure. See Romano, “The Influence of Organizational Culture, Leadership, and Structure on Operational Effectiveness in the Aerospace Industry,” 54.

⁷⁰Regardless of how good a structural reorganization might be, the top leaders need to work on initiating and maintaining inculcation efforts so that employees embrace the institutional mission and methods; an appropriate structure can facilitate things, but not without people. See Arjen Boin, *Crafting Public Institutions: Leadership in Two Prison Systems* (Boulder, CO: Lynne Rienner Publishers, 2001), 29,

The importance of people in structural considerations as explained by Mintzberg and others carries a lot of significance for the church. Getting the structure right should not be seen as the panacea for all the problems in the church. It is also important to pay attention to people and the relationships between them. On the other hand, members pull the church in different directions depending upon their role in it (members, lay leaders, pastors, conference administrators, union conference workers, or General Conference/Division representatives), but the unreached have no representation and no pull. If the church wants to fulfill its mission, intentionality in reaching the unreached is not just an option, but a necessity.

Mintzberg and Fritz on Organizational Structure

Structure in Fives

Mintzberg's *Structure in Fives* probes into the need of effective organizations and explores five basic configurations for organizations: Simple Structure, Machine Bureaucracy, Professional Bureaucracy, Divisionalized Form, and Adhocracy. His book *Power In and Around Organizations*, an expanded version of *Structure in Fives*, gives specific attention to studies on power.⁷¹

30; Robert P. Gandossy and others, "Driving Performance through Corporate Culture: Interviews with Four Experts," *Journal of Applied Corporate Finance* 21, no. 2 (2009): 67-73.

⁷¹Henry Mintzberg, *Power in and around Organizations*; Mintzberg, *Structure in Fives: Designing Effective Organizations*. The repeated use of Mintzberg's ideas in the management literature structure suggests they are generally accepted in the community of organizational studies; another indicator is that he has been consistently included at the top of Thinkers 50's ranking—a global list of management thinkers published every two years. See Bolman and Deal, *Reframing Organizations*; M. J. Hatch, *Organization Theory*; Gareth Morgan, *Images of Organization: The Executive Edition* (Thousand Oaks, CA: SAGE, 1998); Ciarán Parker, *The Thinkers50: The World's Most Influential Business Writers and Leaders* (Westport, CT: Praeger Publishers, 2006); Romano, "The Influence of Organizational Culture, Leadership, and Structure on Operational Effectiveness in the Aerospace Industry," 53; Suntop Media, "Peter Drucker, Winner of the Thinkers50 2001 & 2003," <http://www.thinkers50.com/results/2001> (accessed May 11, 2012).

In Mintzberg's study on organizations, the five parts of an organization are the operating core, the strategic apex, the middle line, the "technostructure," and the support staff. The operating core is formed by the members who do "the basic work related directly to the production of products and services."⁷² The strategic apex is formed by those in charge of the overall responsibility for the organization. The middle line is the set of people with formal authority who provide contact between the operating core and the strategic apex.⁷³ The technostructure is the group of people within an organization who do not do the work themselves, but use analytical techniques to make the work of others more effective, providing adaptation analysis and control analysis.⁷⁴ The support staff is formed by those who are neither a part of the operating core nor the administrative apex.⁷⁵

⁷²Mintzberg, *Structure in Fives: Designing Effective Organizations*, 12. The author explains that members of the operating core either are responsible for production or directly support it. Although most organizations need administrative components as well, the operating core is the heart of every organization, because it produces the essential products and/or services that keep the organization alive. See Henry Mintzberg, "Structure in 5's: A Synthesis of the Research on Organization Design," *Management Science* 26, no. 3 (1980): 322-341; Mintzberg, *Structure in Fives: Designing Effective Organizations*, 13. Some organizations can operate without an additional administrative component. Edwin Locke suggests that as an organization grows larger it should also increase its formalization, hierarchical levels, and specialization. See Lex Donaldson, "Design Structure to Fit Strategy," in *Handbook of Principles of Organizational Behavior: Indispensable Knowledge for Evidence-Based Management*, ed. Edwin A. Locke (Hoboken, NJ: Wiley, 2009), 407-424.

⁷³Small organizations function well with one manager (at the strategic apex), therefore they may not need the middle line; bigger organizations require more managers (in the middle line). Growth and expansion play a significant role in the inclusion or exclusion of the middle line. "The organization needs this whole chain of middle managers to the extent that it is large and reliant on direct supervision for coordination." Mintzberg, *Structure in Fives*, 14.

⁷⁴The work of the technostructure tends to reduce the need for direct supervision. However, the more standardization an organization uses, the more it relies on its technostructure. In fact, the effectiveness of the technostructure can be evaluated in terms of its ability to help others maximize their effectiveness. Mintzberg tells us that "the technostructure is effective only when it can use its analytical techniques to make the work of others more effective." *Ibid.*, 15.

⁷⁵They are not concerned with analysis for standardization, but perform specific support services. A typical example is a university, with the university press, the bookstore, janitorial service, mailroom,

Mintzberg explains that there are five fundamental ways in which organizations coordinate their work: mutual adjustment, direct supervision, standardization of work processes, standardization of work outputs, and standardization of worker skills. Mutual adjustment achieves the coordination of work by the simple process of informal communication.⁷⁶ In direct supervision, one person becomes responsible for the work of others.⁷⁷ In the standardization of work processes, a person or a group of analysts establish certain standards to guide the process.⁷⁸ In the standardization of outputs, the work is coordinated by specifying the results of the work.⁷⁹ The fifth coordinating

security department, student residence, organizational units that do not engage in teaching or research, which is the basic product of an university. However, each of those units exists to provide indirect support to these basic missions. Analogous to the support staff units, some have highlighted the importance of office support staff, which plays a similar role but on the individual level. Michelle Marie Burke suggests that the support staff constitutes “the glue of the organization” and “the New Middle Management,” although she recognizes that some managers view their support staff as “nonessential and easily replaceable.” Michelle Marie Burke, *The Valuable Office Professional: For Administrative Assistants, Office Managers, Secretaries, and Other Support Staff* (New York: AMACOM, 1997), viii, 2; Mintzberg, *Structure in Fives*, 16.

⁷⁶A remarkable example of the importance of mutual adjustment is when Neil Armstrong became the first person to walk on the moon. Thousands of professionals were required in order to accomplish such a goal (it is argued that around 400,000 people worked on the project for nearly ten years). But plans had to change continuously as needed, until Armstrong got there. As Mintzberg puts it, “at the outset, no one can be sure exactly what needs to be done. That knowledge develops as the work unfolds. So in the final analysis, despite the use of other coordinating mechanisms, the success of the undertaking depends primarily on the ability of the specialists to adapt to each other along their uncharted route.” Mintzberg, *Structure in Fives*, 4. See Jim Longuski, *The Seven Secrets of How to Think Like a Rocket Scientist* (New York: Copernicus Books, 2007), 102; Manned Spacecraft Center, “Apollo 11 Mission Report” (Houston, TX: National Aeronautics and Space Administration, 1969), http://history.nasa.gov/alsj/a11/A11_MissionReport.pdf (accessed March 15, 2010).

⁷⁷When a certain task requires only the work of one person working, coordination is fairly simple; when a second person joins the first one, the easiest way to coordinate is by simple mutual adjustment. This is also true for small organizations, but as the group gets larger, coordination requires a leader. In that situation, direct supervision becomes the favored coordinating mechanism.

⁷⁸Mintzberg explains that there are three basic ways to achieve standardization, and this is one of them. The standardization of work processes involves one or more analysts programming the contents or the process by which the work needs to be done, and then the operating core taking charge by actually undertaking the task analysts designed. Mintzberg, “Structure in 5’s: A Synthesis of the Research on Organization Design,” 324.

⁷⁹The second way to achieve standardization is by focusing on the outputs (which is the fourth coordinating mechanism in Mintzberg’s model). Taxi drivers, for instance, are not instructed on how to

mechanism, the standardization of skills, is used mostly when the task is highly specialized.⁸⁰

This is how the five configurations work in Mintzberg's model: The Simple Structure relies on direct supervision from the strategic apex, the CEO. The Machine Bureaucracy relies on standardization of work processes by the technostructure. The Professional Bureaucracy relies on the professionals' standardization of skills and knowledge in the operating core. The Divisionalised Form relies on standardization of outputs; middle-line managers run independent divisions. The Adhocracy relies on mutual adjustment as the key coordinating mechanism within and between these project teams. In later work, Mintzberg added two configurations: the Missionary Form and the Political Form. In the Missionary Form, coordination occurs based on commonly held ideologies or beliefs: standardization of norms. In the Political Form, no coordination form is dominant: Control is based on forming alliances. Mintzberg also suggested that

drive or what route they should take; they are just informed of the destination (i.e., the outputs) and they decide how to get there. In the standardization of outputs, the work is coordinated by the imposition of standard performance measures or specifications concerning the outputs of the work. The outputs are usually designed by analysts in the technostructure. Ibid.

⁸⁰In January 2008, an Air Canada flight bound from Toronto to London made an emergency landing in the Irish Republic after a pilot apparently suffered a breakdown. An air hostess helped land the Boeing 767 with 146 passengers in the Irish Republic. This type of incident does not occur every day, though. In regular settings, a pilot knows what to expect from the copilot. Their specialized skills have been standardized and they have the ability and freedom to determine what they are going to do based on the theoretical knowledge they have obtained. The same thing occurs with an anesthesiologist and a surgeon. Their specialized skills have been standardized and the standardization of skills has taken care of most of the coordination, even before they actually get to the task. See Henk Gazendam, René J. Jorna, and Ruben S. Cijssouw, *Dynamics and Change in Organizations: Studies in Organizational Semiotics*, Studies in Organizational Semiotics (Boston, MA: Kluwer Academic, 2003); Shawn Pogatchnik, "Report: Flight Attendant Helped Land Plane after Co-Pilot Had Mental Breakdown," *USA Today*, 2008, http://www.usatoday.com/travel/flights/2008-11-19-flight-attendant-emergency-landing_N.htm (accessed March 10, 2010).

“effective structuring sometimes requires the creation of a new configuration, an original yet consistent combination of the design parameters and the situational factors.”⁸¹

What are the implications of these considerations for the church? It would be impossible for a worldwide denomination to rely on direct supervision, and it would make no sense for an organization with a mission such as the church’s to rely merely on political alliances. However, mutual adjustment, standardization of elements such as processes, skills, outputs, and mission (or a combination of various models) should be considered in church structure.

Nine Laws of Organizational Structure

Robert Fritz’s *Corporate Tides: The Inescapable Laws of Organizational Structure* presents what he calls nine laws of organizational structure, and those laws will be the object of study in this section.

First, second, and third laws of organizational structure

Fritz argues in this first law that an organization is either structured to advance or to oscillate, and any type of action occurring in an organization structured to advance has an entirely different effect than it would in an organization structured to oscillate.⁸²

According to Fritz’s second law of organizational structure, success is neutralized in

⁸¹Mintzberg, *Structure in Fives*, 296.

⁸²All organizations may have instances of success, but in some organizations such periods of advancement are followed by a decline, as if the reversal would have been an inevitable result of the success that preceded it; in others, by contrast, success naturally leads to long-term success. See Fritz, *Corporate Tides*, 5, 6.

organizations that oscillate, and in organizations that advance, success succeeds.⁸³ Since the basic unit of structure is the tension-resolution system, the key is to establish a structural tension that will tend to resolve in the direction of the organization's mission.⁸⁴ For that to happen, Fritz explains, there should be a continuous, accurate reporting of the current state of reality in relationship to the desired state, and a willingness to adjust plans as reality changes.⁸⁵

Fritz argues in his third law that if an organization's structure remains unchanged, the organization's behavior will just oscillate. Most organizations have many oscillating patterns: decision-making can go from centralization to decentralization and then recentralization when things go wrong; financial management can go from cost-cutting to investment and then back to cost-cutting; the company can go from expansion to downsizing and then back to expansion, and so on, but in the process "the organization squanders money, time, resources, intellectual capital, morale, reputation, and market share," just as "hunger leads to eating, which leads to weight gain, which leads to dieting,

⁸³If an organization is structured to oscillate, what looks like success will be neutralized as soon as there is a reversal in the oscillating pattern, therefore "understanding the nature of structure is essential for an organization to redesign itself so that it can move from oscillation to advancement." Fritz, *Corporate Tides*, 10, 11.

⁸⁴Robert Fritz acknowledges that the concept of applying structural tension as the key to long-term organizational success might seem too simple and easy to apply, but he warns that structural tension is much easier to describe than it is to apply: "At first blush it can sound like simple common sense: Know what you want, know what you have, take actions to move from where you are to where you want to be. But when we begin to apply structural tension—to implement it well—what seemed simple begins to demand enormous rigor and discipline." His structural axioms attempt to provide further guidance for the application of the concept of structural tension. *Ibid.*, 20-22.

⁸⁵Fritz contends that in most organizations mistakes are hidden and success is exaggerated. "Reward systems can reinforce the behavior of hiding facts, and objective reports about reality can lead to punishment. People avoid confrontations by managing news so that reality is portrayed as more agreeable than it is." *Ibid.*, 28.

which leads to hunger, because two tension-resolution systems within the same structure have points of resolution that are mutually exclusive.”⁸⁶

These three considerations have significant connotations for the church. The church needs to consider whether it is structured to advance or to oscillate. If Fritz is right when he argues that the key is to establish a structural tension that will tend to resolve in the direction of the organization’s mission, then the church needs to be intentional in structuring itself to reach the unreached and be willing to adjust plans with the same focus as reality changes. Otherwise, the church will find itself trapped in an oscillating pattern that will prevent the fulfillment of its mission.

Fourth, fifth, and sixth laws of organizational structure

Fritz complains that too often problem solving is used by managers as the primary approach in mobilizing their people, but this only causes oscillation.⁸⁷ His fourth law states that it is not enough to “fix” an inadequate organizational structure (just solving problems); it is necessary to move from an inadequate structure to a suitable structure.

⁸⁶Fritz explains that as one competing tension-resolution system moves toward resolution, the other tension-resolution system becomes dominant. Less tension in one leads to more tension in the other. This change produces a shift of dominance, but this shift is not permanent. Once the new higher tension begins to move toward its resolution, there is another shift of dominance back to the original, creating an oscillating pattern. Fritz, *Corporate Tides*, 5, 6, 29, 34-36.

⁸⁷When the primary concern is the intensity of problems, an administrative action reduces the intensity of the problem, and such reduction decreases the need for action; that, in turn, leads to a new wave of the problem’s intensification. Also, different problems shift into dominance over time, and other problems will become more important and influential, even if the initial problem has not been solved. *Ibid.*, 44-49.

Fritz compares structural conflicts to rocking chairs, structures designed to oscillate,⁸⁸ and explains that with the problem-solving approach organizations cannot advance but will necessarily oscillate.

The fifth law says that when structural tension dominates an organization, the organization will advance. Fritz explains that structural oscillation is characterized by the dominance of various structural conflicts, while structural advancement is characterized by the dominance of structural tension. Such tension is formed by the desired state (the organization's mission) in relationship to the actual state of reality in relationship to that goal. "This prime structural tension can form the basis for all other goals, strategies, policies, decisions, and actions of the organization." Members know how it all fits together in the "collective vision of the company," and they are aware of their current position in relationship to such vision. In that way, mission penetrates the organization as its unifying principle.⁸⁹

The sixth law presents the opposite situation. When there is no unifying thematic principle, there is no definite direction in which the organization goes. When structural conflicts dominate an organization, oscillation will result. Trying to change the way things are done will not solve the problem unless the structural issues are addressed.⁹⁰

⁸⁸He explains that "if we found ourselves in a rocking chair, but we wanted to travel downtown, we would not attempt to 'fix' our rocking chair by putting wheels on it, or by installing a motor, steering wheel, and brakes. We would move from the rocking chair to a car." Fritz, *Corporate Tides*, 44, 45.

⁸⁹Ibid., 89.

⁹⁰The author illustrates this point by saying that if the wheels of our car were out of alignment and pulled to the left, the driver would tend to compensate by steering to the right. If we instructed the driver that they should steer straight in order to drive straight, the car would still pull to the left, because the wheels are out of alignment, and unless the driver goes back to his old habit of steering to the right, it is very likely that there will be an accident. In the same fashion, attempting to change organizational behavior

Fritz's fourth, fifth, and sixth laws also give light on church polity. Could it be that the abundance of issues church leaders have to take care of tends to cause mission to remain in the back seat? What can be done to solve that problem? A structural tension that focuses on mission needs to dominate every decision in the church, or the church will never fulfill its mission.

Seventh, eight, and ninth laws of organizational structure

Fritz's seventh law states that a change of structure needs to be directed towards a change in the organization's behavior, and such profound change can be created by building structural tension and using it as the prime organizing principle throughout the company. Hierarchy should not be based on position or power, but on function and utility. "A senior level in a functional hierarchy gives direction to the next level down, which gives direction to the next level down, and so on."⁹¹ Each action step should be the basis for a new structural tension, so that the organization is naturally directed towards achieving its mission.⁹²

Fritz's eighth law of organizational structure affirms that "the values that dominate an organization will displace other competing, lesser values." Trivial concerns that usually distract organizations become more and more irrelevant when organizations

or process systems when the underlying structure does not support the change only makes matters worse. The organization will simply revert to previous patterns and keep oscillating. *Ibid.*, 112, 113.

⁹¹Decisions made at one level must be consistent with the next level up, and so on, until we get to the most senior level of the purpose. Fritz, *Corporate Tides*, 89.

⁹²This is what Fritz calls "telescoping." He explains that "the organizing principle is to take a simple form—the structural tension form—and repeat the form in every managerial level throughout the organization. All actions will lead back to the master structural tension chart. All changes in current reality are tracked and recorded on the various structural tension charts, and are available to anyone in the entire management system who needs them." *Ibid.*, 130.

focus on pursuing great accomplishments.⁹³ Finally, the ninth law states that “when a senior organizing principle is absent, the organization will oscillate.”⁹⁴

The basic thrust of Fritz’s nine laws of organizational structure is that, instead of just oscillating from failure to success and then back to failure in an endless repetitive cycle, organizations can intentionally plan a healthy structural tension that leads them to long-term success.

Structure and Mission

What Is Mission?

The term mission refers to the purpose for which organizations exist. Richard Daft puts it this way: “All organizations, including MySpace, Johnson & Johnson, Google, Harvard University, the Catholic Church [and all other denominations, including the Seventh-day Adventist Church], the U.S. Department of Agriculture, the local laundry, and the neighborhood deli, exist for a purpose. This purpose may be referred to as the overall goal, or mission.”⁹⁵ Robert Lussier simply says that “structure refers to the way in which an organization groups its resources to accomplish its mission.”⁹⁶ Peter

⁹³See Fritz, *Corporate Tides*, 200-203.

⁹⁴Ibid., 212.

⁹⁵Daft, *Organization Theory and Design*, 60.

⁹⁶Robert N. Lussier, *Management Fundamentals: Concepts, Applications, Skill Development* (Mason, OH: South-Western Cengage Learning, 2008), 50. In his introduction to *Organizational Structure and Design*, Jay W. Lorsch has made a distinction between the basic structure and the operating mechanisms which implement and reinforce this basic structure, by saying that the basic structure “involves such central issues as how the work of the organization will be divided and assigned among positions, groups, departments, divisions, etc., and how the coordination necessary to accomplish total organizational objectives will be achieved,” while “operating mechanisms include such factors as control procedures, information systems, reward and appraisal systems, standardized rules and procedures, and even spatial arrangements.” Gene W. Dalton, Paul R. Lawrence, and Jay William Lorsch, *Organizational Structure and*

Brinckerhoff explains that, at least in nonprofit organizations, mission not only has important legal implications but it is what attracts employees, volunteers, and donors.⁹⁷ Bradach agrees with Brinckerhoff, but he adds that the stated mission does not always translate into action.⁹⁸ Stephen Robbins defines organization as “the planned coordination of the collective activities of two or more people who, functioning on a relatively continuous basis and through division of labor and a hierarchy of authority, seek to achieve a common goal or set of goals.”⁹⁹ There is enough evidence in the corporate world to believe that mission is the *raison d’être* for organizations to exist.

Robert Fritz contends that in an organization structured for success, goals are the prime organizing principles of the organization. Mission should be the senior goal of the organization, and all other goals need to relate to it and to each other. An organization cannot assume that success is possible with legions of goals and actions occurring “in a shotgun approach,” but “the approach toward goal setting is targeted and relational. Every goal is the child of a parent goal, right up to the organization’s purpose.” Sadly, Fritz adds, too often “goals in one department remain uncoordinated with the goals of

Design, The Irwin Series in Management and the Behavioral Sciences (Homewood, IL: Irwin Dorsey Press, 1970), 1.

⁹⁷Brinckerhoff explains that “if you do not perform your mission, in the United States, the IRS can take away your tax-exempt status under Section 501(c) of the Internal Revenue Code”; and the same thing may happen “if you bring in too much of your funds from unrelated business income” (income derived from activities that do not contribute significantly to the organization’s mission). Peter C. Brinckerhoff, *Mission-Based Management: Leading Your Not-for-Profit in the 21st Century*, 3rd ed. (Hoboken, NJ: John Wiley & Sons, 2009), 39, 40.

⁹⁸Note his statement: “In the nonprofit world, missions, not markets, are the primary magnets attracting essential resources—from donors inspired by organizations’ audacious goals; from board members, who not only volunteer their time and expertise but also often serve as major funders; and from employees, who accept modest paychecks to do work they care passionately about. But missions are typically better at providing inspiration than direction.” Jeffrey L. Bradach, Thomas J. Tierney, and Nan Stone, “Delivering on the Promise of Nonprofits,” *Harvard Business Review* 86, no. 12 (2008): 89.

other departments,” and local-level goals have no significance towards corporate-level goals.¹⁰⁰ Defining mission and goals (desired success results) might qualify as the most fundamental—and perhaps most difficult—decision a nonprofit has to make,¹⁰¹ and this responsibility falls on the shoulders of top managers.¹⁰² When organizations assess their structure, it is important to see whether it facilitates or hinders the achievement of the mission and goals.¹⁰³

Franklin Covey suggests that organizations need not simply a mission statement, but one that is shared by the people within the organization.¹⁰⁴ There is a danger in confusing mission with a mere mission statement. Many organizations attempt to have a thematic unifying principle by the creation of a purpose statement, a mission statement, or a vision statement. But according to Fritz, such statements are rarely seen as the guiding force that determines the major decisions.¹⁰⁵ Instead of relying on slogans, he suggests, managers could communicate the organization’s mission throughout the

⁹⁹Stephen P. Robbins, *Organization Theory: The Structure and Design of Organizations* (Englewood Cliffs, NJ: Prentice-Hall, 1983), 5.

¹⁰⁰Fritz, *Corporate Tides*, 26-28.

¹⁰¹Bradach, Tierney, and Stone, “Delivering on the Promise of Nonprofits,” 90.

¹⁰²Henry Mintzberg contends that “the strategic apex,” where he says “are found those people charged with overall responsibility for the organization—the chief executive officer (whether called president, superintendent, Pope, or whatever), and any other top-level managers whose concerns are global,” must ensure that the organization serves its mission in an effective way. Henry Mintzberg, *The Structuring of Organizations* (Englewood Cliffs, NJ: Prentice-Hall, 1979), 24, 25.

¹⁰³Charles Lusthaus and others, *Enhancing Organizational Performance: A Toolbox for Self-Assessment* (Ottawa, Ontario, Canada: International Development Research Centre, 1999), 65.

¹⁰⁴Covey, *Principle-Centered Leadership*, 165, 166.

¹⁰⁵Mission statements in many organizations “are ignored by almost everyone,” Fritz complains with awe. And he adds that “it is even more astonishing how senior managers fail to recognize the lack of influence these statements have on the organization.” Fritz, *Corporate Tides*, 85.

organization by managerial actions, decisions, strategies, and policies that are consistent with the mission, because “actions do speak louder than words.”¹⁰⁶

A most significant application to church polity is appropriate here. Although the Seventh-day Adventist Church has carefully defined its mission, it might be appropriate for church leaders to evaluate whether or not the rest of its goals have been aligned to its mission. It is also necessary to examine whether mission is the determining factor in the major decisions in the church or if it is merely verbalized as a beautiful mission statement.

Kenneth Romano supports the hypothesis that there is a correlation between a firm’s economic performance and the nature of the existing culture.¹⁰⁷ His ideas follow John Kotter and James Heskett, who performed a multi-year study, 1977 to 1988, with over 200 firms. Their findings indicate that certain types of corporate cultures help, while others undermine long-term performance.¹⁰⁸ José Garmendia says that although it is “more or less assumed that a strong culture has a positive impact on performance,” this is “overstated, when not altogether erroneous.”¹⁰⁹

¹⁰⁶Fritz, *Corporate Tides*, 88.

¹⁰⁷Romano, “The Influence of Organizational Culture, Leadership, and Structure on Operational Effectiveness in the Aerospace Industry,” 37.

¹⁰⁸Ibid. See John P. Kotter and James L. Heskett, *Corporate Culture and Performance* (New York: The Free Press, 1992), 141.

¹⁰⁹Garmendia adds that performance can impact culture, and also that depends on many variables, and may therefore be found to be very high in companies with weak cultures. He also says that “a strong culture has a positive impact on organizational performance (results), particularly if the organization adapts to the environment and interacts proactively with it.” José Garmendia, “The Impact of Corporate Culture on Company Performance,” *Current Sociology* 52, no. 6 (2004): 1021.

Contextual appropriateness and adaptation are important elements besides culture.¹¹⁰ In a study aiming to investigate “possible relationships between organizational culture and performance among Singaporean companies,” culture “was found to impact a variety of organizational processes and performance,” although the cultural strength of organizations in the sample for the cited study was related to organizational performance only “in some cases.”¹¹¹ Romano observes that although strong cultures do indeed improve a firm’s performance, organizations “with high rates of change are less likely to benefit from the development of a strong culture.”¹¹² A study aiming at measuring the impact of different organizations’ respective mission on performance in the banking, telecommunication, and pharmaceutical sectors in Pakistan indicates a “highly positive relationship between mission and performance.”¹¹³

In the context of organizations, consistency of purpose is a very important element of success. There should be high degrees of flexibility in the firm’s structure, but there should always be consistent leadership style and direction of purpose in every organization. Romano suggests that this is “a situation which tells employees that here is

¹¹⁰Kotter and Heskett suggest that strong cultures do not create excellent performance by themselves. “Although it is widely believed today that strong cultures create excellent performance, we have found that the recent experiences of nearly two hundred firms do not support that theory.” The authors add that “performance will not be enhanced if the common behaviors and methods of doing business do not fit the needs of a firm’s product or service market, financial market, and labor market.” They also said that “even contextually or strategically appropriate cultures will not promote excellent performance over long periods of time unless they contain norms and values that can help firms adapt to a changing environment.” Kotter and Heskett, *Corporate Culture and Performance*, 141-143. See also Garmendia, “The Impact of Corporate Culture on Company Performance,” 1036.

¹¹¹Siew Kim Jean Lee and Kelvin Yu, “Corporate Culture and Organizational Performance,” *Journal of Managerial Psychology* 19, no. 4 (2004): 340, 357.

¹¹²Romano, “The Influence of Organizational Culture, Leadership, and Structure on Operational Effectiveness in the Aerospace Industry,” 38.

the direction leaders want the firm to go and that it is up to you to determine how we get there.”¹¹⁴ As K. M. Thiagarajan puts it, success depends on how much the leader can identify, attract, and retain people who will become “missionaries” for the organization and, conversely, it also depends upon the ability to avoid engaging workers who have no commitment to mission, even as unpaid volunteers.¹¹⁵

The studies referenced in this section suggest a highly positive relationship between mission and organizational performance, especially if the organization adapts to the environment and interacts proactively with it. For the church, this implies that mission has the potential of impacting the church’s organizational performance, particularly if the church adapts to the strikingly diverse cultures in which it grows.

Structure and Effectiveness

The previous discussion naturally leads to the issue of effectiveness, or probably better said, mission effectiveness. And such an issue is not merely a theoretical one, because there is a growing concern about the relationship between structures and mission achievement.¹¹⁶ Roland Kushner’s research on non-profit organizations suggests that

¹¹³Muhammad Aslam Khan and others, “Impact of Organization’s Mission an Encouraging Factor for Overall Performance,” *African Journal of Business Management* 4, no. 13 (2010): 2652.

¹¹⁴Romano, “The Influence of Organizational Culture, Leadership, and Structure on Operational Effectiveness in the Aerospace Industry,” 38.

¹¹⁵K. M. Thiagarajan, “Missionary Leadership: Harnessing the Power of the Mission,” in *Leading Organizations: Perspectives for a New Era*, ed. Gill Robinson Hickman (Thousand Oaks, CA: Sage Publications, 2010), 646.

¹¹⁶A prominent example is Transforming Organizational Structures, a 1993 study where Al Gore, then Vice President of the United States, clearly stated that “the federal government’s organizational structure is rigid, hierarchical, and segmented. It also dilutes individual responsibility.” The report explained that the result of this was “insufficient responsiveness to citizen concerns and costly inefficiencies.” Another significant example is that in 2003 a big discussion suggested that the United States Olympic Committee’s structure was working to the detriment of fulfilling its mission. See Al Gore,

high performance levels are associated with a strategy-structure fit, while low performance levels are associated with a strategy-structure misfit.¹¹⁷ According to Roland Kushner and Peter Poole, a variety of structures are associated with good performance in organizations, and structural dysfunctions are associated with organizational failure. Also, the members' commitment to an organization's structure is an important element of success.¹¹⁸ Implementing radical innovation can also be facilitated or hindered by the organization's structural design.¹¹⁹ Although the relationship between an organization's structure and its effectiveness is often ambiguous, the link between these two elements seems to be confirmed by several other studies.¹²⁰

Transforming Organizational Structures (Washington, DC: National Performance Review, 1993), 1; United States House of Representatives, *Does the U.S. Olympic Committee's Organizational Structure Impede Its Mission?* (Washington, DC: U.S. Government Printing Office, 2003).

¹¹⁷Kushner, "Strategy, Structure, and Organizational Effectiveness: A Study of Nonprofit Arts Organizations," 272.

¹¹⁸Kushner and Poole, "Exploring Structure-Effectiveness Relationships in Nonprofit Arts Organizations," 119.

¹¹⁹Abraham Y. Nahm, Mark A. Vonderembse, and Xenophon A. Koufteros, "The Impact of Organizational Structure on Time-Based Manufacturing and Plant Performance," *Journal of Operations Management* 21, no. 3 (2003): 281.

¹²⁰Felipe Csaszar's research in 2009 suggests that organizational structure has relevant and predictable effects on organizations. Joan E. Small's study linked the quality of an organization's mission statement as well as its age and board size, with the organization's financial viability. Also, research projects undertaken by Alethea Tumacder Abuyuan, William Gollmar, Jane Hansberry, Saman Talib and Robert Whitbred suggest that there is a link between organizational mission and structure on one hand, and performance and financial viability on the other hand. Abuyuan, "Faith-Based Organizations, International Development Agencies, and Environmental Management"; Arney, "Ethics and Organizational Structure"; Ballabina, "Improving Organizational Effectiveness"; Csaszar, "Organizational Structure as a Determinant of Performance"; Deo, "An Organizational Theory of Social Movement Success in a Transnational Context"; Gollmar, "Capacity Building and Nonprofit Organizational Effectiveness"; Hamon, "Organizational Effectiveness as Explained by Social Structure in a Faith-Based Business Network Organization"; Hansberry, *Harvard Business Review on Corporate Governance*; Rosen, "Flock Theory: Cooperation and Decentralization in Communication Networks;" Small, "Determinants of Organizational Effectiveness and an Integrated Performance Evaluation Model for Nonprofit Organizations;" Talib, "Mission Matters: The Role of Organizational Mission Objectives in Media Selection and Implementation by NGOs Worldwide;" Whitbred, "They Don't Think Like We Do: Factors Influencing Employees' Interpretations of Organizational Mission;" Yacinthe, "An Assessment of the Organizational Effectiveness

Measuring Effectiveness and Inculcating Mission

Measuring Effectiveness in Terms of Mission

Citing the Packard Foundation's opinion, Paul C. Light talks about organizational success as "strong management and sound governance that enables an organization to move steadily toward its goals, to adapt to change, and to innovate."¹²¹ From this perspective, effectiveness is better evaluated in the light of the organization's mission, by comparing the service provided with the agency's objectives.¹²² However, as John Sawhill and David Williamson point out, "most nonprofit groups track their performance by metrics such as dollars raised, membership growth, number of visitors, people served, and overhead costs."¹²³ As important as these metrics might be, they do not measure the real success of an organization in achieving its mission, and the organization may find itself surviving economically or even having some sort of "success" but not making any significant progress towards achieving its mission.¹²⁴

of Faith-Based and Secular Community Development Corporations in the Provision of Economic Development and Other Services."

¹²¹Paul C. Light, *Sustaining Nonprofit Performance* (Washington, DC: Brookings Institution Press, 2004), 100.

¹²²Olga Victorovna Smirnova, "Does Government Structure Really Matter? A Comparison of Efficiency and Effectiveness of Special Purpose Versus General Purpose Government Transit Operations" (Ph.D Dissertation, The University of North Carolina at Charlotte, 2008), 63.

¹²³John Sawhill and David Williamson, "Measuring What Matters in Nonprofits," *The McKinsey Quarterly*, no. 2 (2001): 98.

¹²⁴Robert Sheehan warns that "when mission accomplishment measures are not used to judge performance, mischief and misinformation can be injected into organizational decision-making. In this vacuum, individuals will attempt to assert their own criteria as the most important performance measures." Robert M. Sheehan, *Mission Impact: Breakthrough Strategies for Nonprofits* (Hoboken, NJ: John Wiley & Sons, 2010), 57. Also, it is easy for organizations to get sidetracked into activities outside its mission and expertise and lose the organization's mission focus just because these activities "seem to promise a quick return." Charles Hill and Gareth Jones, *Strategic Management Theory: An Integrated Approach* (Mason, OH: South-Western Cengage Learning, 2008), 397.

Operating expenses per capita, maintenance expenses per operating expenses, operating revenues as a percentage of operating expenses, and labor productivity, among others, are good efficiency indicators, but do not reveal anything about effectiveness.¹²⁵ While efficiency looks at how service is supplied with the fewest inputs, effectiveness is concerned with whether the service delivered corresponds with the service demanded.¹²⁶ Since efficiency indicators compare inputs to outputs and rate agencies higher if they produce the same services for the fewer amounts of inputs, an organization might be considered efficient even without being really effective.¹²⁷

Sawhill suggests that every organization, regardless of its mission or scope, needs three kinds of performance metrics: one to measure its success in mobilizing its resources, one to measure its staff's effectiveness on the job, and one to measure its progress in fulfilling its mission. Of those three types of metrics, he adds, measuring the success of an organization in achieving its mission is "considerably more difficult to create," but also "the most crucial."¹²⁸ One "powerful management tool" to make sure an organization focuses on accomplishing its mission is using mission-focused performance metrics in creating incentives for employees.¹²⁹

¹²⁵See Albert C. Gan, Ike Ubaka, and Fang Zhao, "Integrated National Transit Database Analysis System," *Transportation Research Record: Journal of the Transportation Research Board* 1799 (2002): 78-88; Smirnova, "Does Government Structure Really Matter?" 63.

¹²⁶Smirnova, "Does Government Structure Really Matter?" 63.

¹²⁷Ibid.

¹²⁸Sawhill and Williamson, "Measuring What Matters in Nonprofits," 102.

¹²⁹Although the idea may be "simple, even obvious," Sawhill explains that "very few nonprofits have systematically linked their metrics to their mission, and too many repeat the mistake of confusing institutional achievements with progress toward achieving it [the mission]." Sawhill and Williamson, "Measuring What Matters in Nonprofits," 103.

Olga Smirnova's study serves as an example of the preceding principle. In a study evaluating efficiency and effectiveness on government transit operations, she observed that measures of effectiveness "could contradict the overall goal of providing public transit to everybody who needs it," adding that although "effectiveness is more about aligning [an] agency's performance with its goals, existing measures of effectiveness for transit agencies might contradict some of those goals."¹³⁰ Ron Ashkenas and others point to the same problem when they indicate that reward systems generally are not well tuned in organizations, and "managers often unintentionally mismanage reward systems because they *hope* employees will be motivated toward a particular goal, but they *reward* something else."¹³¹ Another problematic situation is when rewards are based on position, because they send the message that "what counts is vertical advancement up the hierarchy."¹³² If rewards exist to recognize and encourage superior performance regardless of level, the system will be pushing employees naturally to achieving the organization's mission.

¹³⁰The source explains that "this program gives resources to transit properties that are considered to be both more efficient and more effective. For example, when a small transit operator expands its services to an area with low density, then their ridership will most likely increase slightly, but the operating expenses will most likely increase more than in proportion to the ridership." Finally, she says that although this change will maintain the same efficiency ratio, "the effectiveness of those operations would increase because costs per passenger trip will increase. This means that the property that would like to follow the goal of providing service to everybody in the need will not be able to follow this goal because it will not receive additional funds for those services. In fact, if a property appears less efficient and effective because of such an expansion, then this property could be penalized for following this goal." Smirnova, "Does Government Structure Really Matter?" 87.

¹³¹For instance, university professors are expected to be excellent teachers, yet rewards often emphasize research. Those professors who spend more time teaching than doing research may be playing an important role in the institution's mission, but usually are not as well rewarded as those who spend more time doing research—even if the good researchers are not as good teachers. See Ashkenas and others, *The Boundaryless Organization*, 100.

¹³²*Ibid.*, 49.

According to Sawhill, nonprofits have three options when undertaking the task of measuring their success in achieving their mission. First, “a nonprofit group can narrowly define its mission so that progress can be measured directly.”¹³³ The second option is to invest in research “to investigate whether its activities actually do help to mitigate the problems or to promote the benefits that the mission involves.”¹³⁴ The third option is “to develop microlevel goals that, if achieved, would imply success on a grander scale.”¹³⁵

I am not arguing for rewards and incentives as if the church were just an industry, but in consonance with these studies, what an organization pays attention to is what gets accomplished. It is appropriate to determine whether the church’s performance measures are linked to its mission, because it is possible for the church to confuse institutional achievements with progress toward achieving mission. Could it be that church leaders are unintentionally mismanaging reward systems because they hope employees will be motivated toward reaching and discipling the unreached, but they only reward baptisms? Unless appropriate action is taken to make sure the church’s statistical reports and its employees’ performance measures and rewards are linked to the mission of discipling all peoples of the world, the church will find itself merely delivering the service church members demand (being “efficient”), rather than being effective in fulfilling its mission.

¹³³Sawhill illustrates this with the example of Goodwill Industries, whose mission is to raise people out of poverty through work. Measuring mission success is easy: Goodwill can count the number of people participating in its training programs and then placed in jobs. But not all nonprofits can do that, Sawhill warns: “By contrast, Catholic Charities and World Vision, though comparable organizations have broader antipoverty missions that are impossible to quantify directly.” Sawhill and Williamson, “Measuring What Matters in Nonprofits,” 104. It is important to consider that defining mission too narrowly may lead to the trap of oversimplifying it and treating the symptoms rather than the cause of the deeper considerations that inspire the organization’s existence.

¹³⁴Ibid.

¹³⁵Ibid., 105.

Specialized Versus General Institutions: Which One Is More Effective?

Special-purpose governments, also referred to as special districts, are autonomous local governments that provide a single service (or limited services), in contrast with general-purpose governments, which are responsible for a wide range of public services and have wider authority than special-purpose governments. Kathryn A. Foster suggests that although special-purpose governments were relatively rare as recently as the 1950s, they are increasingly common.¹³⁶

Opinions vary as to whether the generalized or the specialized option is better in terms of cost, service quality, etc.¹³⁷ Although special-purpose governments, on average, appear to be more effective than general-purpose governments,¹³⁸ Smirnova's research found evidences which do not fully support the hypothesis that special-purpose governments are, on average, slightly more effective than general-purpose governments.¹³⁹ Genevieve Giuliano also found general-purpose governments to be more

¹³⁶Foster informs that special-purpose governments are the fastest-growing government type in the United States: between 1952 and 1992, the number of special-purpose governments increased by 156% in the United States, while the number of general-purpose governments (counties, municipalities, and townships) increased just by 5%. Kathryn A. Foster, *The Political Economy of Special-Purpose Government* (Washington, DC: Georgetown University Press, 1997), ix, 2.

¹³⁷Special-purpose governments could spend more on a particular function because they have different goals and the quality of their services could be higher than those provided by general purpose governments. But a specialized institution may not have as much variety as a generalized one. Foster explains that most of us have faced a choice "between an institution with a specialized focus, and one with a more general perspective." Her book, *The Political Economy of Special-Purpose Government*, covers the issue of "society's analogous choice between which kind of government, special-purpose or general-purpose, to rely on for service delivery." *Ibid.*, ix.

¹³⁸Smirnova, "Does Government Structure Really Matter?" 244.

¹³⁹Smirnova's main conclusion in her dissertation is that general-purpose governments are more efficient and no less effective than special-purpose governments. Furthermore, special-purpose governments have lower labor efficiency than general-purpose governments. *Ibid.*, 134, 244, 248.

efficient in terms of labor efficiency.¹⁴⁰ Although most people think purely private organizations are “efficient producers of goods and services,” private organizations might be more efficient than public ones, but contract-managed systems were not found to be more efficient than publicly-managed systems.¹⁴¹

It might be useful to note that James Perry’s and Timlynn Babitsky’s private organizations and contract-managed systems are comparable in several ways to Smirnova’s special-purpose governments, Ralph Winter’s sodalities, and Bruce Bauer’s mission structures, so there is no clear evidence that these types of structures are more efficient or cost-effective than their counterpart (Perry & Babitsky’s publicly-managed systems, Smirnova’s general-purpose governments, Winter’s modalities, and Bauer’s congregational structures).¹⁴²

This leads to the conclusion that the church does not need to consume time and resources in evaluating whether the denomination as an organization is more effective than the many semi-autonomous mission structures which continually appear within its ranks. On the other hand, these studies also suggest that such sodalities should focus on fulfilling the church’s mission rather than wasting time and energy in criticizing the denomination’s structure.

¹⁴⁰Genevieve Mary Giuliano, “Transit Performance: The Effect of Environmental Factors” (Ph.D. dissertation, University of California, 1980). Specifically addressing the question of whether or not general purpose governments are more efficient than special purpose governments, Smirnova says that “the short answer is yes, they are.” Smirnova, “Does Government Structure Really Matter?” 185.

¹⁴¹James L. Perry and Timlynn T. Babitsky, “Comparative Performance in Urban Bus Transit: Assessing Privatization Strategies,” *Public Administration Review* 46, no. 1 (1986): 36.

¹⁴²Given the focus of this research, the terms “congregational structure,” and “mission structure” will be further explored in chapter 3, under the sub-section titled “Congregational and Mission Structures.” See also Bauer, “Congregational and Mission Structures and How the Seventh-day Adventist Church Has

Inculcation: Beyond Getting the Right Structure

Although getting the right structure is a very important thing, there is a danger in focusing too much on structure and assuming that everything else will fall into place. George Stalk and Jill Black warn that some structural changes may not necessarily be the panacea some organizations anticipate.¹⁴³ Dave Ulrich and Norm Smallwood contend that leaders need to shift their focus from the organization in terms of its structure to the organization as a set of capabilities needed to execute the strategy.¹⁴⁴ Romano suggests that getting the organization's structure right is only one third of the answer to efficient business systems.¹⁴⁵ Even the very definition of structure is linked to relationships, and it is impossible to define organizational structure without thinking about relationships between people.¹⁴⁶

Related to Them"; Perry and Babitsky, "Comparative Performance in Urban Bus Transit"; Smirnova, "Does Government Structure Really Matter?"; Winter, "Two Structures of God's Redemptive Mission."

¹⁴³George Stalk and Jill E. Black, "The Myth of the Horizontal Organization," *Canadian Business Review* 21, no. 4 (1994): 26-31.

¹⁴⁴Dave Ulrich and Norm Smallwood, "Organization Is Not Structure but Capability," in *The Organization of the Future 2: Visions, Strategies & Insights on Managing in a New Era*, ed. Frances Hesselbein and Marshall Goldsmith (San Francisco, CA: Jossey-Bass, 2009).

¹⁴⁵Romano, "The Influence of Organizational Culture, Leadership, and Structure on Operational Effectiveness in the Aerospace Industry," 39.

¹⁴⁶Structure is formed by the relationship among elements that are linked together in an organized whole, and implies the coordination of activities. But, as this document has contended, an organization is not a static set of positions here and there, but relationships, dynamic interaction among people. The effectiveness of structure depends, in part, on whether or not the members of the organization embrace the mission. See Boin, *Crafting Public Institutions*, 29, 30; Browning, "Lists and Stories as Organizational Communication"; Fritz, *Corporate Tides*, 20; Hatch, *Organization Theory*, 161; Nicotera, Clinkscales, and Walker, *Understanding Organizations through Culture and Structure: Relational and Other Lessons from the African-American Organization*, 1, 4; Papa and others, *Organizational Communication*, 2; Robey and Sales, *Designing Organizations*, 8; Stohl, *Organizational Communication*; Taylor and Van Every, *Emergent Organization*.

Arjen Boin informs that there are two sides of organizational design and reengineering: designing structure, and inculcation. Designing structure is “the translation of an institutional mission into organizational blueprints,” while inculcation is aimed at “developing the will and capacity to conform.”¹⁴⁷ A perfect structure is completely worthless in an organization where members are unwilling to align themselves to it. A well-articulated mission statement is highly valuable, but it will produce cooperative activity only if organizational members accept it.¹⁴⁸ “Top-down imposition of mission and formal blueprints invites shirking, sabotage, and alienation,”¹⁴⁹ and the remedy might easily be worse than the ailment.

Lorraine Hendrickson and John Psarouthakis indicate that “among top performers, several CEOs reinforce desired values via hiring practices.”¹⁵⁰ This implies that organizations need to think about inculcation of mission and values beginning with selecting the right employees. “Voluntary conformity is most easily obtained by selecting new members who wish to join the institution precisely because the defined purpose and the way of working appeal to them.”¹⁵¹ However, training after employment is also very important. “A firm’s careful determination of training needs develops employees who are

¹⁴⁷Boin, *Crafting Public Institutions*, 29, 30.

¹⁴⁸Jeanette Lemmergaard, “More Than Words--an Analysis of Scandinavian Value-Based Management,” in *Ethics and Organizational Practice: Questioning the Moral Foundations of Management*, ed. Sara Louise Muhr, Bent M. Sørensen, and Steen Vallentin (Cheltenham, United Kingdom: Edward Elgar Publishing, 2010), 39.

¹⁴⁹Boin, *Crafting Public Institutions*, 30.

¹⁵⁰Lorraine Uhlaner Hendrickson and John Psarouthakis, *Dynamic Management of Growing Firms* (Ann Arbor, MI: The University of Michigan Press, 1998), 117.

¹⁵¹Boin, *Crafting Public Institutions*, 30.

clear about overall objectives.”¹⁵² These two aspects of inculcation (hiring practices and training) recognize the reality that organizations are not just organizational charts and boxes, but people who interact with each other and aim at a common mission.

This also deserves the attention of church leadership. Even if a perfect church structure is possible to attain in this imperfect world, such attainment would be worthless unless church employees and members happily embrace the mission and work towards accomplishing it. Also, just as inculcation can be achieved in organizations via hiring practices and training, the church needs to instill mission by these two means. Mission should be consistently inculcated in the minds of pastors in the seminaries where they receive their education, in the offices where they accept their first pastoral assignment, and in continuous training efforts afterwards. The same thing needs to happen with church members before they join the church and consistently during the years that follow.

Summary

A complete understanding or definition of structure is a very complex task, if not counterproductive, especially when cultural differences are considered.¹⁵³ It is generally accepted that human beings are social beings, somehow in need of structure.¹⁵⁴ Organizations, which have been defined as a machine, as an organism, and as a system (to name a few prominent concepts), cannot exist apart from the people who constitute them, and communication between such people is key for the functioning of

¹⁵²Hendrickson and Psarouthakis, *Dynamic Management of Growing Firms*, 117.

¹⁵³People from different cultures and places perceive the world differently, and similar structures can be perceived differently by individuals from different cultures.

organizations. Henry Mintzberg and Robert Fritz offer outstanding insights on these structures.¹⁵⁵ Mintzberg's missionary configuration needs to be specifically highlighted here because of its relevance for a study on Adventist structure and mission.

Mission is the purpose for which organizations exist, so any study on organizational structure should contemplate the role of mission (not merely the mission statement). In fact, there is a growing concern among researchers about the relationship between structures and mission. Rather than using just peripheral measures such as dollars raised, membership growth, people served, and overhead costs (as important as such measures can be), effectiveness is better evaluated in the light of the organization's mission. Although those are the traditional measures of effectiveness, it is possible for them to hinder the achievement of mission. Research on general-purpose and special-purpose governments does not suggest that neglecting one or the other type of structure might improve efficiency or effectiveness, but focusing the organization on mission will definitely lead to such improvement.

Up to this point, the present study has explored the meaning of structure and its anthropological implications, the concept of organizational structure and the importance of mission focus for organizational effectiveness. The next chapter analyzes the same issues as they can be traced in the history of Christianity.

¹⁵⁴Something in human nature drives people to stable social relationships in groups; the family unit is found in all societies, and organization and social structures are necessary for the society to exist.

¹⁵⁵Mintzberg suggested five basic configurations for organizations: Simple Structure, Machine Bureaucracy, Professional Bureaucracy, Divisionalized Form, and Adhocracy, and added the Missionary Form and the Political Form as two additional possibilities. Mintzberg, *Structure in Fives: Designing Effective Organizations*. Fritz offers insight on nine laws of organizational structure, contending that organizations can intentionally plan a healthy structural tension that leads them to long-term success. *Designing Effective Organizations*.

CHAPTER III
HISTORICAL ANALYSIS OF STRUCTURE AND MISSION
IN GENERAL CHRISTIAN HISTORY

Christian mission has often been regarded as socially inappropriate, and some have even wondered whether it has any warrant in Scripture. Even among mission advocates there is no agreement as to what mission is, and history has seen a variety of patterns by which mission has been approached.¹ On the other hand, the organizational structure of early Christian communities that were formed after Jesus entrusted His disciples with the Great Commission has been a source of strenuous discussion among church historians and theologians for a long time.² The subject has been “fiercely debated from the time of the Reformation.”³ Structure and mission in the history of Christianity undoubtedly represent two areas of long-standing debate. To these issues the present study will turn next.

¹See James LaGrand, *The Earliest Christian Mission to “All Nations” in the Light of Matthew’s Gospel* (Atlanta, GA: Scholars Press, 1995); Alan Le Grys, *Preaching to the Nations: The Origins of Mission in the Early Church* (London, UK: Society for Promoting Christian Knowledge, 1998), xii; Craig Ott, Stephen J. Strauss, and Timothy C. Tennent, *Encountering Theology of Mission: Biblical Foundations, Historical Developments, and Contemporary Issues*, Encountering Mission (Grand Rapids, MI: Baker Academic, 2010), xi; Christopher J. H. Wright, *The Mission of God: Unlocking the Bible’s Grand Narrative* (Downers Grove, IL: IVP Academic, 2006), 235, 236.

²See James Tunstead Burtchaell, *From Synagogue to Church: Public Services and Offices in the Earliest Christian Communities* (New York: Cambridge University Press, 1992), 1; Benjamin L. Merkle, *The Elder and Overseer: One Office in the Early Church* (New York: Peter Lang, 2003), 67.

A Brief History of Church Structure

Church Structure in Early Christianity

A Brief History of the Debate on Early Church Polity

Since the Reformation may well be regarded as the starting point for the debate on early church polity, it seems appropriate to start this section by exploring what the Reformers thought early church structure was like. A few years before 1380, troubled by abuses and corruption among clerics, John Wyclif started questioning the role of church officers and discrediting their authoritarian claims through Scripture.⁴ Martin Luther, in a similar way, believed that while there is a distinct Christian ministry, its traditional levels and ranks (bishops, priests, and deacons) are fundamentally identical according to the practice of the early church.⁵ John Calvin argued that the traditional clerical titles were not authentically primitive, since terms such as bishops, elders, shepherds, and servants were used interchangeably in the early years of the church.⁶

James Burtchaell summarizes the Reformers' argument by saying that for them apostolic church order was normative for church structure and that such polity was essentially egalitarian and congregational (no church authority was superior to another).

³K. N. Giles, "Church Order, Government," in *Dictionary of the Later New Testament and Its Developments*, ed. Ralph P. Martin and Peter H. Davids (Downers Grove, IL: InterVarsity Press, 2000).

⁴He taught, for instance, that there is no certainty as to how and when the apostles were ordained: "Sic enim facta apostolorum ostenderant se esse sacerdotes, licet nesciamus quando et qua forma fuerint a domino ordinati." Iohannis Wyclif, *Tractatus De Ecclesia* (London, UK: Wyclif Society, 1886), 455.

⁵Luther also argued for a ministry without ranks; "churchly" priesthood stems from the order of the church and is not founded in Scripture. See Burtchaell, *From Synagogue to Church*, 13; Norman Nagel, "Luther and the Priesthood of All Believers," *Concordia Theological Quarterly* 61, no. 4 (1997): 285.

⁶Teachers were to interpret Scripture, while shepherds were to administer all pastoral duties. See Burtchaell, *From Synagogue to Church*, 23, 24.

There were no bishops, priests and deacons at three successive levels of authority: All were considered coequals doing various functions.⁷

The discussion over early church structure revived in the nineteenth century with Richard Rothe, Ferdinand Christian Baur, and Albrecht Ritschl. Rothe's account of the early church does not present a unified Christian church until AD 70, with only isolated communities of believers held together by the authority of the apostles and their delegates (without any official capacity).⁸ Baur reacted to Rothe's thesis by arguing that although the first Christian communities had not been given any hierarchical governance, a tendency towards an overseer eventually became evident in the primitive church's Jewish and Gentile branches as a defense measure against dissidents and disunity.⁹ Ritschl did not share Rothe's or Baur's account of a coordinating authority, but suggested there is evidence that, in the early church, the charism of leadership was given by God and then recognized by the community, leading to the formation of church offices as "an inevitable concomitant of an expanded global community."¹⁰

⁷See Burtchaell, *From Synagogue to Church*, 3, 35, 58. The author explains that John Wyclif, Martin Luther, John Calvin, the Pietists, and many others they inspired attacked the validity of the theology of episcopal and papal authority by appealing to an earlier polity they considered foundational, and from which they claimed the church had deviated into priestcraft and greed. Such arguments on church polity would be a constant trend through the course of reform movements from the fourteenth to the eighteenth centuries.

⁸Ibid., 61-63; Merkle, *The Elder and Overseer*, 67; Graydon F. Snyder, *Inculturation of the Jesus Tradition: The Impact of Jesus on Jewish and Roman Cultures* (Harrisburg, PA: Trinity Press International, 1999), 79.

⁹Burtchaell, *From Synagogue to Church*, 63, 64.

¹⁰Ibid., 71.

Fairly similar accounts of early church polity were offered by J. B. Lightfoot, Edwin Hatch, Adolf von Harnack, Rudolph Sohm, Karl von Weizsäcker, and Auguste Sabatier during the nineteenth century.¹¹ These authors, in spite of the particularities of each one's distinctive pattern, concurred that the second century saw the casual and charismatic authority of the first century being replaced by a definitive authority that was awarded to bishops as a response to threats from heresy and schism.¹² The discussion on early church polity continued with Heinrich Holtzmann, Hans Lietzmann, Henry Swete, Karl Holl, Karl Götz, B. H. Streeter, Kenneth Kirk, and others in the early years of the twentieth century. New insights were added later by Rudolf Bultmann, Hans Freiherr von Campenhausen, Hans Küng, Eduard Schillebeeckx, and others.¹³

After explaining a rather complicated process by which scholars from the early nineteenth century to the twentieth century gradually reconstructed early church polity, Burtchaell tells us that the closer scholars drew to the times of Jesus, the less evidence they found regarding structure or offices among His following. With minor variations, a consensus seems evident among scholars construing the earliest church as “unorganized

¹¹See Edwin Hatch, *The Organization of the Early Christian Churches*, 4th ed. (London, UK: Longmans, Green, and Company, 1892); Joseph Barber Lightfoot, *The Christian Ministry* (New York: T. Whittaker, 1878); Auguste Sabatier, *Religions of Authority and the Religion of the Spirit* (New York: McClure, Phillips & Company, 1904).

¹²Burtchaell, *From Synagogue to Church*, 136.

¹³For a review of some twentieth-century studies on early church polity, see James Vernon Bartlet, *Church-Life and Church-Order During the First Four Centuries: With Special Reference to the Early Eastern Church-Orders* (Oxford, UK: Blackwell, 1943); Kenneth Escott Kirk, ed., *The Apostolic Ministry: Essays on the History and Doctrine of Episcopacy* (New York: Morehouse-Gorham, 1947); Hans Lietzmann, *The Beginnings of the Christian Church* (New York: C. Scribner's sons, 1937); Burnett Hillman Streeter, *The Primitive Church, Studied with Special Reference to the Origins of the Christian Ministry* (New York: Macmillan, 1929); Henry Barclay Swete, ed., *Essays on the Early History of the Church and the Ministry*, 1st ed. (London, UK: Macmillan and Company, 1918).

in structure, spontaneous in ministries, free of authority figures or roles or offices.”¹⁴ A. G. Droge concurs that first-century Christianity lacked a uniform church structure and theology, explaining that theology and polity in Christian communities were shaped by their founders; he adds that “relations among these groups often ranged from close cooperation to competition and outright hostility.”¹⁵

In a nutshell, the trend towards institutionalization of the church in the late first century and in the second century has been traditionally considered “a shrinking back from radical discipleship” and spontaneous, unstructured activity.¹⁶ But Burtchaell offers yet another alternative, a new challenge to the consensus: Could it be that church officers did exist in the earliest church, yet their role was not as significant? Although the fact that church order “goes virtually unmentioned” in the earliest Christian documents may be interpreted as meaning that it did not exist, Burtchaell suggests that it is possible that church officers existed but were not very important.¹⁷

Towards a Better Understanding of Early Church Structure

Another important element in the study of early church structure is the letter of 1 Clement, which was written to stop a rebellion against the established leadership in the Corinthian church. It indicates that such opposition had even removed certain presbyters from office. G. W. Hansen suggests that some arguments in the letter of 1 Clement imply

¹⁴Burtchaell, *From Synagogue to Church*, 179. See also 180-182.

¹⁵A. C. Droge, “N. T. Apologetics,” *The Anchor Yale Bible Dictionary* (New York, NY: Doubleday, 1996), 305.

¹⁶Burtchaell, *From Synagogue to Church*, 189.

that the development of hierarchical church structures was strongly opposed by a segment of the church.¹⁸

It is also argued that the development of a hierarchical structure in the church finds a significant momentum around the time of Ignatius of Antioch's letters, and that his emphasis "on the gradation of authority—presbyters subject to the bishop and deacons to the bishop and the presbyters—and on the absolute authority of the bishop places his letters at the extreme end of the trajectory toward the development of hierarchical authority in the church."¹⁹ According to Ignatius's letters, the bishop was to be regarded "as the Lord Himself."²⁰ Everyone was supposed to follow the bishop as Jesus Christ followed the Father.²¹ The figure of a bishop was so exalted that a multitude was expected to be wherever the bishop would appear, "even as wherever Christ Jesus is, there is the Catholic Church."²²

William MacDonald suggests that the third epistle of John provides a vivid glimpse into church life in the latter half of the first century with its three characters: Gaius the hospitable and spiritual, Demetrius the commendable, and Diotrephes the self-

¹⁷Ibid., 188.

¹⁸See G.W. Hansen, "Authority," in *Dictionary of the Later New Testament and Its Developments*, ed. Ralph P. Martin and Peter H. Davids (Downers Grove, IL: InterVarsity Press, 2000), 105-110.

¹⁹Ibid., 109.

²⁰Ignatius, "Letter to the Ephesians."

²¹Ignatius, *Letter to the Smyrnaeans* 8:1.

²²Ibid.

seeking and unloving.²³ Some find in this epistle evidence of the disintegration of the Johannine community (John's adversaries with Diotrephes as an adherent from among those with institutional authority), while others see the dispute between John and Diotrephes as an issue of ecclesial structure. J. L. Sumney explains, however, that the text gives no clear indication of any doctrinal, ecclesial, or ethical issues beyond inhospitality for itinerant preachers.²⁴

Philip H. Towner indicates that the church organization depicted in the Pauline epistles is often advanced as evidence of a post-Pauline date for the letters.²⁵ A. Duane Litfin's commentary on 2 Timothy in dealing with some arguments against Pauline authorship of the epistle dismisses the claim and suggests that the emergence of the offices of elder-bishop and deacon had already occurred within Paul's lifetime and at the apostle's own instigation, but no evidence of hierarchy is found.²⁶ Although some have placed 1 Timothy and Titus "in the line" leading from charismatic (non-official) leadership to a three-tiered and very formal ecclesiastical organization, Towner suggests

²³The author suggests that Diotrephes illustrates the strong self-willed personality that may appear in any church structure, and he can also illustrate the trend toward one elder gaining precedence and rule over a formerly equal eldership. This trend evolved into what MacDonald calls monarchical episcopate (rule of one dominant overseer, or bishop) of the second century and following. William MacDonald, *Believer's Bible Commentary: Old and New Testaments* (Nashville, TN: Thomas Nelson, 1997), 2333.

²⁴J. L. Sumney, "Adversaries," *Dictionary of the Later New Testament and Its Developments*, ed. Ralph P. Martin and Peter H. Davids (Downers Grove, IL: InterVarsity Press, 2000).

²⁵Philip H. Towner, *The Letters to Timothy and Titus*, The New International Commentary on the New Testament (Grand Rapids, MI: Eerdmans, 2006), 50.

²⁶Although "the ecclesiastical arguments against the Pauline authorship of the Pastorals all claim, in one form or another, that the church structure and order evidenced in those epistles did not emerge until well after the Apostolic Age and into the second century," and consequently Paul could not have written these epistles, Litfin explains that "the polity of the Pastorals can actually be contrasted with that of the second century, when Ignatian-type "bishops" (episkopoi) came to be distinguished from and set in hierarchical authority over elders (presbyteroi). The Pastorals describe no such differentiation." A. Duane

that there is “very little indication” in these epistles “of a degree in church organization that comes very close to the scenario depicted in Ignatius.”²⁷ As D. M. Scholer put it, the early church’s structures of leadership and authority were somewhat fluid and unstructured.²⁸

Bias in the Research of the Earliest Church’s Structure

The diversity of interpretations throughout history regarding structure in the early church is due partially to the scarcity of information and tools available at different points in time, to the deficiencies in the methodology adopted, and to the differing presuppositions among researchers.²⁹ Acknowledging this topic to be one of significant debate, Kenneth Latourette concurs that this is partly because “in subsequent generations, Christians sought in the organization of the early church the authority for the structure of their particular branch of the Church.”³⁰ The battle over the question of Primitive Church structure has seen theologians of rival churches showing a visible predisposition towards finding support for their own denominational structure, rather than just describing history. “They have at least hoped that the result of their investigations would be to vindicate Apostolic authority for the type of Church Order to which they were themselves

Litfin, “1 Timothy,” *Bible Knowledge Commentary: An Exposition of the Scriptures*, ed. John F. Walvoord and Roy B. Zuck (Wheaton, IL: Victor Books, 1983), 728.

²⁷Towner, *The Letters to Timothy and Titus*, 241, 242.

²⁸D. M. Scholer, “Women,” *Dictionary of Jesus and the Gospels*, ed. Joel B. Green, Scot McKnight, and I. Howard Marshall (Downers Grove, IL: InterVarsity Press, 1992), 886.

²⁹Giles, “Church Order, Government,” 219.

³⁰Kenneth S. Latourette, *A History of Christianity*, vol. 1 (New York: HarperCollins, 1975), 115.

attached.”³¹ Many who approach this issue do so believing that the New Testament exclusively supports their ecclesiology.³² The Episcopalian has sought to find support for episcopacy; the Presbyterian, for Presbyterianism; and the Independent, for a system of independency.³³

An example of this reality can be found in *Perspectives on Church Government: Five Views of Church Polity*, with a diversity of thoughts on this subject that is evident even from the title. For Daniel Akin, one of its contributors, the biblical data provide a consistent, overarching pattern that supports a congregational understanding of church government and polity; Akin adds that such understanding is not merely theoretical, because congregationalism “is the form of government and polity we find modeled and practiced in the New Testament.”³⁴ However, just as vigorously, Robert Reymond adds diversity of thought to the book by contending that “the Presbyterian form of church government alone passes biblical muster.”³⁵ James R. White forcefully argues for the plural-elder-led church polity to be the one supported by the Bible.³⁶ Paul Zahl attempts

³¹Burtchaell, *From Synagogue to Church*, 1, 2.

³²See Giles, “Church Order, Government,” 220.

³³Burtchaell, *From Synagogue to Church*, 1, 2.

³⁴Daniel L. Akin, “The Single-Elder-Led Church: The Bible’s Witness to a Congregational/Single-Elder-Led Polity,” in *Perspectives on Church Government: Five Views on Church Polity*, ed. Chad Owen Brand and R. Stanton Norman (Nashville, TN: Broadman and Holman, 2000), 69. See also pp. 25-86.

³⁵Robert L. Reymond, “The Presbytery-Led Church: Presbyterian Church Government,” in *Perspectives on Church Government: Five Views on Church Polity*, ed. Chad Owen Brand and R. Stanton Norman (Nashville, TN: Broadman and Holman, 2000), 93.

³⁶James R. White, “The Plural-Elder-Led Church: Sufficient as Established—the Plurality of Elders as Christ’s Ordained Means of Church Governance,” in *Perspectives on Church Government: Five Views on Church Polity*, ed. Chad Owen Brand and R. Stanton Norman (Nashville, TN: Broadman and Holman, 2000), 255-296.

to defend the Bishop-led church (all in the same book).³⁷ Although the publication does not include representatives from all possible views, it does illustrate the existence of bias in the research on early church polity.

Burtchaell contends that “although Scripture and the Fathers were quoted fastidiously” during the early years of the twentieth century, “the conclusions one drew were severely governed by one’s theological loyalties on the matter of apostolic succession.”³⁸ “How the earliest Christians organized their communal life, who provided the leadership, and the relationship between the whole community of Christians and local congregations has been for centuries a topic of debate,” and although many issues have become clearer in recent times, there is no significant level of certainty about what church structure was like.³⁹

In accordance with the study outlined in the preceding pages, there is no certainty that the earliest church had any specific structural pattern. Cobble strongly suggests that no fixed pattern of church organization existed in the early church, something to which many other scholars would agree.⁴⁰ Kenneth Latourette explains that “so far as our

³⁷Paul F. M. Zahl, “The Bishop-Led Church: The Episcopal or Anglican Polity Affirmed, Weighed, and Defended,” in *Perspectives on Church Government: Five Views on Church Polity*, ed. Chad Owen Brand and R. Stanton Norman (Nashville, TN: Broadman and Holman, 2000).

³⁸Burtchaell, *From Synagogue to Church*, 101.

³⁹Giles, “Church Order, Government,” 219.

⁴⁰James F. Cobble, *The Church and the Powers* (Peabody, MA: Hendrickson Publishers, 1988), 91. See also Bartlet, *Church-Life and Church-Order During the First Four Centuries*; Burtchaell, *From Synagogue to Church*; Giles, “Church Order, Government”; Kirk, *The Apostolic Ministry*; Lietzmann, *The Beginnings of the Christian Church*; Streeter, *The Primitive Church*; Swete, *Essays on the Early History of the Church and the Ministry*.

records enable us to determine, Jesus gave little thought to a continuing organization.”⁴¹ John C. Dwyer even contends that if “church” means essentially the apparatus or the organizational structure, “then Jesus neither founded a church nor [did] he directly and immediately intend one.”⁴² Although the existence of church structures does not necessarily imply a misunderstanding of Jesus’ plan (He did lay the foundation for the existence of the church!), church life and structure “cannot be reduced to a blueprint, plan, or formula” either from the earliest church or from any other stage of church history.⁴³

The considerations of this chapter up to this point naturally lead to the conclusion that it makes no sense for the church to attempt to strictly follow the early church’s structural pattern, because there is no certainty regarding what such a pattern exactly looked like. The long-standing debate on early church polity is perhaps just another distraction from mission.

Church Structure After the Early Church

It has been established that much of the research on the early church’s structure has been heavily influenced by the researchers’ desire to find support for their own denominational structure, which in part has led to a variety of differing theories regarding early church polity. It was also explained that most scholars would agree that there is

⁴¹Latourette, *A History of Christianity*, 1:112.

⁴²John C. Dwyer, *Church History: Twenty Centuries of Catholic Christianity* (Mahwah, NJ: Paulist Press, 1998), 20.

⁴³Cobble, *The Church and the Powers*, 92.

little evidence of structural concerns in the early church. The following paragraphs briefly outline church structure after the early church.

Justo González rightly points out that Christianity was born in a world that already had its own religions, cultures, and social and political structures.⁴⁴ For Burtchaell, much of what is considered distinctively Christian is actually “an outgrowth of its Jewish antecedents.”⁴⁵ James F. Cobble would agree, emphasizing that in order to understand early church structure it is necessary to understand the times in which it came into being.⁴⁶ Christianity’s immediate context at birth was Judaism, and then the Roman Empire which ruled at that time.⁴⁷ Recognizing that it may be shocking at first to think that God made use of either a Jewish synagogue pattern or a Jewish evangelistic pattern for the development of Christianity, Ralph Winter says that church structure was not “let down from heaven.”⁴⁸ While it might be shocking to think that God could use a variety of sources (synagogue, anthropological insights from various cultures, even secular organizations) for the development or improvement of church structure, it would be more scandalous to realize that secular organizations organize themselves more efficiently than does the church for goals that are much less important than the church’s mission.

⁴⁴Justo L. González, *Church History: An Essential Guide* (Nashville, TN: Abingdon Press, 1996), 23.

⁴⁵Burtchaell, *From Synagogue to Church*, 190.

⁴⁶See Cobble, *The Church and the Powers*, 90-92.

⁴⁷See González, *Church History: An Essential Guide*, 23-26.

⁴⁸Ralph Winter, “Two Structures of God’s Redemptive Mission,” *Missiology* 2, no. 1 (1974): 123; Ralph Winter, “The Two Structures of God’s Redemptive Mission,” in *Perspectives on the World Christian Movement: A Reader*, ed. Ralph Winter and Steven Hawthorne (Pasadena, CA: William Carey Library, 1999), 221.

In his analysis of the origins of church structure, Burtchaell's research specifically suggests that the three traditional offices of ministry (with the three-level structure of the synagogue as the most plausible antecedent) existed from the beginning of the Christian church, but the persons in those positions were not the leaders. From this perspective, structure is presented as not so important for the early church, considering for instance that while James presided over the church in Jerusalem, it was Peter's voice that carried most authority.⁴⁹

Whether or not Burtchaell's theory is true, it would have been very difficult for the early Christian church to maintain any centralized structure during its first three centuries (at least during the intermittent periods of persecution). Initially, Jewish religious leaders took the lead in persecuting Christians.⁵⁰ Then, around year 64, Nero started a harsh persecution, and several other emperors followed his lead in persecuting Christians for almost three hundred years.⁵¹ To say the least, it is very difficult to make a case for a centralized, consistent pattern of structural organization in the persecuted early church.⁵²

Things radically changed, however, with the "conversion" of Emperor Constantine. The rapid changes in Christianity were "extremely hard for both Christians and pagans to relate to."⁵³ Some Christians were so grateful for government recognition

⁴⁹See Burtchaell, *From Synagogue to Church*, 380.

⁵⁰See Acts 5:17-42; 7:1, 54-60; 8:1; 9:1-2, 23-25; 13:45-50; 18:12-17; 24:1-9.

⁵¹González, *Church History: An Essential Guide*, 25, 26.

⁵²Cobble, *The Church and the Powers*, 91.

⁵³Adrian Hastings, *A World History of Christianity* (Grand Rapids, MI: Eerdmans, 1999), 36.

that they could not take an independent stand. Others fled to remote places and took up monastic life. Still others broke away from the majority and claimed to be the true church. Some pagans, on the other hand, reacted to the arrival of Christianity by rejecting it and returning to their ancient religion.⁵⁴

Large amounts of resources began to flow into the church, a palace was given to the bishop of Rome as an Episcopal Residence, and clergy and church lands were exempted from taxes. Although Constantine was not the first political ruler to embrace Christianity, he was instrumental in taking Christianity from being a small, poor, and marginal community and moving it to become a powerful social institution. But the Emperor's personal interference in the church's affairs continued to grow along with his patronage.⁵⁵ Christianity had entered a new era and "for weal and woe," throne and altar had joined.⁵⁶

Almost immediately after the conversion of Constantine and the rapid changes that it caused in Christianity, monasticism took hold within the church, in many ways as a reaction to the new events.⁵⁷ In the meantime, the church quickly became very influential, with its dominance growing in the years leading up to the Middle Ages. Secularization and the struggle for power characterized church polity during those

⁵⁴Justo L. González, *Church History: An Essential Guide* (Nashville, TN: Abingdon Press, 1996), 24.

⁵⁵See Hastings, *A World History of Christianity*, 36; Robert Bruce Mullin, *A Short World History of Christianity* (Louisville, KY: Westminster John Knox Press, 2008), 55.

⁵⁶Mullin, *A Short World History of Christianity*, 63.

⁵⁷*The Harper Collins Encyclopedia of Catholicism* (1995), s.v. "Catholic Church."

centuries and beyond.⁵⁸ The most remarkable feature of church governance and polity in the Middle Ages is the dominance, especially in the Western church, of the papacy, with the highest point of influence being with popes Gregory VII, Urban II, Innocent III, and Boniface VIII.

Emperor Henry IV's controversy with pope Gregory VII over lay investiture stands as a prominent example of the influence of the papacy at that time. After significantly public disagreements with Henry IV, the pope ended up excommunicating the emperor and releasing all his subjects from allegiance to him, forcing the king to make a pilgrimage to visit the pope to ask for forgiveness, only to be humbled by the religious leader who made him wait outside, reportedly barefoot in the snow for three days, before admitting him and releasing him from excommunication.⁵⁹

But the church also went through periods of political ups and downs. An early sign of decline came during what came to be known as the Avignon Papacy, when the church was controlled by France.⁶⁰ Then came The Great Western Schism, which saw two popes (and sometimes even three) claiming the throne of Saint Peter at the same time.⁶¹ During the Era of Conquest, the connection between state and church became even stronger, and the link between colonialism and missionary expansion was very

⁵⁸It is argued that although the papacy claimed its primacy from Jesus' granting of authority to the apostle Peter, by the tenth century it had become a secular power, and soon afterwards a long conflict developed with monarchies over who held the power to install bishops and abbots. See John J. Butt, *The Greenwood Dictionary of World History* (Westport, CT: Greenwood Press, 2006), 254.

⁵⁹See Chad Owen Brand and R. Stanton Norman, eds., *Perspectives on Church Government: Five Views of Church Polity* (2004), 15; John W. O'Malley, *A History of the Popes: From Peter to the Present* (Lanham, MD: Sheed & Ward, 2009), 102.

⁶⁰James R. Payton Jr., *Getting the Reformation Wrong: Correcting Some Misunderstandings* (Downers Grove, IL: InterVarsity Press, 2010), 31.

clear.⁶² In fact, it was from the sixteenth to the eighteenth centuries when Christianity became a worldwide religion. It has also been argued that such an achievement was connected with the expansion of the Portuguese, Spanish, and French colonies.⁶³

Although Martin Luther's posting of his 95 theses marks the beginning of the Reformation in most church history books (and probably for valid reasons), the Reformer's call was actually an echo from the fourteenth and fifteenth centuries. As James R. Payton Jr. puts it, "The Reformation did not drop out of the sky from heaven."⁶⁴ Reacting against abuses among the clergy, the Reformers undercut the theology of episcopal and papal authority, claiming that the church had deviated into priestcraft and greed, and such arguments would characterize reform movements until the eighteenth century.⁶⁵ A big wave of liberalism would also make its way into Christianity during the nineteenth century, and a chain of reactions in the papacy would lead to considering heretical anything that even resembled modernity. It was around this time when the pope was formally declared to be infallible (although not everybody agreed).⁶⁶

A. F. Walls contends that in the eighteenth century, there was general agreement that there were only three forms of church government: episcopal, presbyterian, and independent (with a history of people who had suffered much for their allegiance to each

⁶¹González, *Church History: An Essential Guide*, 16.

⁶²Ibid., 68, 69.

⁶³R. Pierce Beaver, "The History of Mission Strategy," in *Perspectives on the World Christian Movement*, ed. Ralph Winter and Steven Hawthorne (Pasadena, CA: William Carey Library, 2009), 242.

⁶⁴Payton, *Getting the Reformation Wrong*, 23.

⁶⁵See Burtchaell, *From Synagogue to Church*, 3, 35, 58.

⁶⁶See D. Jeffrey Bingham, *Pocket History of the Church* (Downers Grove, IL: InterVarsity Press, 2002), 149-153; González, *Church History: An Essential Guide*, 86.

form).⁶⁷ In these traditional structures, Ralph Winter explains that after the Reformation “Protestants had no mechanism for missions for almost three hundred years.”⁶⁸ But that changed after William Carey published his groundbreaking missionary book, *An Enquiry into the Obligations of Christians to Use Means for the Conversion of the Heathens*, in 1792,⁶⁹ which helped create the Baptist Missionary Society, setting off an explosion of growth in the formation of such “means” all around the world. It is argued that this made Carey’s society “one of the most significant organizational developments in the Protestant tradition.”⁷⁰ The subsequent missionary expansion has been pointed out as a prominent element of church history in the nineteenth century, “especially Protestant missionary expansion—in Asia, the Pacific, Africa, the Muslim world, and Latin America.”⁷¹

Comity practices (assigning specific regions to different mission agencies), a common feature of mission in the nineteenth century aimed at preventing double mission occupancy, produced what could be called “denominationalism by geography.” From 1910 to World War I, national churches played a more significant role in mission, and the church took an even more regionalized form. Regarding the developments within Christianity in the last few centuries, it would be right to say that the church in the

⁶⁷A. F. Walls, “Societies for Mission,” in *Introduction to the History of Christianity*, ed. Tim Dowley (Minneapolis, MN: Fortress Press, 2002), 571.

⁶⁸Winter, “The Two Structures of God’s Redemptive Mission,” 227.

⁶⁹William Carey, *An Enquiry into the Obligations of Christians to Use Means for the Conversion of the Heathens* (Leicester, UK: Ann Ireland, 1798).

⁷⁰Winter, “The Two Structures of God’s Redemptive Mission,” 227.

⁷¹González, *Church History: An Essential Guide*, 19, 20.

twentieth and twenty-first centuries finds roots for a great portion of its current expansion and shape in the developments of the nineteenth century.

Mission and Church Structure

James Cobble rightly points out that church structure has an immediate, dramatic impact on the life and mission of the church. Consequently, “the mission of the church cannot be separated from the structures which it utilizes in attempting to fulfill that mission.”⁷² An assessment of this issue is fundamental to the fulfilling of the church’s mission. Such is the subject of study in the next few sections.

Different Patterns of Church Polity

The Inaccuracy of Categorizations

Four basic types of religious organizations have been identified: church,⁷³ denomination,⁷⁴ sect,⁷⁵ and cult.⁷⁶ From the organizational perspective, it has been

⁷²Cobble, *The Church and the Powers*, 93.

⁷³Shepard defined church as “a life-encompassing religious organization to which all members of a society belong,” which implies a close intertwining of religion and the state. There is a lot of flexibility of boundaries in this type of religious organization, and everybody in the geographical area is regarded as a member unless they decide otherwise. Shepard, *Sociology*, 415; Malcolm Torry, *Managing God’s Business: Religious and Faith-Based Organizations and Their Management* (Burlington, VT: Ashgate, 2005), 81.

⁷⁴A denomination has been referred to as “one of several religious organizations that most members of a society accept as legitimate.” From that perspective, most American “churches” are actually denominations. Malcom Torry points out that denominations are “bureaucratized federations of relatively bureaucratized congregations” where membership is defined but everyone is welcome to attend. Shepard, *Sociology*, 415; Torry, *Managing God’s Business*, 82.

⁷⁵Malcolm Torry explains Ernst Troeltsch’s characterization of sects as having “relatively closed boundaries, firm membership criteria, firm theological beliefs, and high personal commitment.” Torry, *Managing God’s Business*, 75. For Shepard, a sect is “a religious organization formed when members of an existing religious organization break away in an attempt to reform the ‘parent’ group.” Shepard, *Sociology*, 415.

argued that in most societies, “both Eastern and Western, religions are based on some form of vertical structure, with high priest, acolytes, attendants, and followers.”⁷⁷ Dave Dean Campucao talks about three types of church structures: hierarchical, centralized, and democratic structures.⁷⁸ From the religious perspective, there are three main models of church government: Episcopal, Presbyterian, and Congregationalist.

These categories might be useful in many ways, but they also have their limitations because every organization is different from every other. Troeltsch initially distinguished between “sect” and “church” only; H. Richard Niebuhr perceived a gap later and added the term “denomination.” Niebuhr’s model has also been challenged recently; the hierarchical/centralized/democratic classification of religious bodies can be labeled as too secular, and the Episcopal/Presbyterian/Congregationalist categorization might be considered too religious.⁷⁹

Additional models or classes have appeared along with phenomena such as Base Ecclesial Communities and the Emerging Church. The following exploration considers important aspects related to the purpose of this dissertation through the lens of the Episcopal/Presbyterian/Congregationalist classification.

⁷⁶For Shepard a cult is “a religious organization whose characteristics are not drawn from existing religious traditions within a society.” Shepard, *Sociology*, 416.

⁷⁷Ashkenas and others, *The Boundaryless Organization*, 35.

⁷⁸Dave Dean Campucao, *Religion and Ethnocentrism: An Empirical-Theological Study* (Leiden, The Netherlands: Brill, 2010), 143.

⁷⁹H. Richard Niebuhr, *The Social Sources of Denominationalism* (New York: H. Holt and Company, 1929). See also Torry, *Managing God’s Business*, 87.

The Episcopal, Presbyterian, and Congregational Models

In the Episcopal model of church structure, there is an episcopate or office of bishop that is superior to the other local officers. Some Episcopal denominations have an archbishop who oversees many or all of the other bishops.⁸⁰ The Roman Catholic Church is the classic example of this model. “The Pope is the chief executive, representing the highest authority. Power flows down from him through multiple organizational levels (cardinals, bishops, priests, and lay people), each with a different name and degree of authority,”⁸¹ and believers are expected to follow these decisions with unquestioning obedience.”⁸² The bishops mediate Christ’s authority to the people.

There are three levels of hierarchy in Catholic and Orthodox ecclesiologies.⁸³ In the Roman Catholic Church, unlike the Orthodox Church, the office of the pope, the bishop of Rome, is supreme; “local churches are united with the one church by having a bishop united with the bishop of Rome.”⁸⁴ The pope is considered the head of the church, and although he as a person is not considered infallible, his decrees are seen as “binding

⁸⁰Steve Cowan, ed. *Who Runs the Church? Four Views on Church Government* (Grand Rapids, MI: Zondervan, 2004), 12.

⁸¹Ibid.

⁸²Campucac, *Religion and Ethnocentrism*, 143.

⁸³Veli-Matti Kärkkäinen, “Ecclesiology,” *Global Dictionary of Theology: A Resource for the Worldwide Church*, ed. William A. Dyrness, Veli-Matti Kärkkäinen, and Juan F. Martinez (Downers Grove, IL: InterVarsity Press, 2008), 261. Campucac illustrates this model with a pyramidal structure where decisions are made from the top and there are several levels: God, Christ, the Pope, the bishops, priests, and deacons; below are the ‘non-ordained’ religious, and then the ‘laity’: first the men, and lastly the women and children.” Campucac, *Religion and Ethnocentrism*, 143.

⁸⁴Kärkkäinen, “Ecclesiology,” 256.

and error free” when he speaks ex-cathedra.⁸⁵ Vatican II reaffirmed this position.⁸⁶ It has been argued that this development in the organizational structure of the church “robs all other institutional authorities in the church, both the bishops and the community of faith, [of] their original Christian authority and authenticity.”⁸⁷ Although Catholicism portrays the most well-known episcopal system, several churches have a structure that can also be called episcopal.⁸⁸

In the Reformed churches, a representative system is the norm. Presbyters represent local churches in a “presbytery,” which has authority over the churches in the area. Some members of each presbytery are also members of a general assembly governing the entire denomination.⁸⁹ In this understanding the power of presbyters is a delegated power coming from the congregation.⁹⁰

In the congregational or “independent” model, every local church is autonomous (no bishops or delegated representatives have any ruling power in the structure; no

⁸⁵Campucão, *Religion and Ethnocentrism*, 144.

⁸⁶Kärkkäinen, “Ecclesiology,” 256.

⁸⁷Campucão, *Religion and Ethnocentrism*, 144. Campucão complains that looking at the pope as having full, supreme, and universal power over the entire church treats it “as a monolith where the whole church is dealt with like a single diocese and the pope is the ‘superpower’ or the ‘super-bishop.’” *Ibid.*, 145.

⁸⁸Steve Cowan informs that the Eastern Orthodox churches are Episcopal in their form of government; and among Protestants, the Anglican Church, the Episcopalian Church in the United States, the United Methodist Church, and some Lutheran groups also have versions of the Episcopal structure. See Cowan, *Who Runs the Church?* 13.

⁸⁹*Ibid.*

⁹⁰Kärkkäinen, “Ecclesiology,” 256.

ecclesiastical authority exists in this model outside or above the local congregation),⁹¹ even when local congregations may join in voluntary associations of churches.⁹²

Other Ways of Doing Church

There are some forms of church government that do not completely fit into these three options, and it will be virtually impossible to even mention all of them in this brief section. But a few have been selected for illustrative purposes. Base Ecclesial Communities champion freedom and liberation and arguably represent more than just renewal movements in the church; they represent new forms of ecclesiality, coming “from below.”⁹³ The Emerging Church is another interesting example characterized by highly creative approaches to worship, resistance to restricting the location of the church to any sacred place, and “a minimalist and decentralized organizational structure,” among other factors.⁹⁴ The Simple Church at Home network challenges people to a house-church perspective that is loyal to the worldwide Adventist family and committed to its beliefs.

It makes sense to wonder whether or not there is one right way of doing church. George Ladd contends that “it appears likely that there was no normative pattern of church government in the apostolic age, and that the organizational structure of the

⁹¹Cowan, *Who Runs the Church?* 14.

⁹²Kärkkäinen, “Ecclesiology,” 256.

⁹³*Ibid.*, 258.

⁹⁴*Ibid.*, 259.

church is no essential element in the theology of the church.”⁹⁵ Daniel Akin argues that the New Testament offers no definite pattern for church government, although he also suggests that there is enough biblical evidence in favor of congregationalism.⁹⁶ On the other hand, Robert Reymond believes the Bible is sufficient for the study of church structure, and he argues for the Presbytery-led church.⁹⁷ In fact, Reymond also uses the Bible to contend that the concept of the church as the body of Christ “should sound the death knell to all talk of local church autonomy and independency.”⁹⁸ Solving these theological differences would be a good topic for another dissertation.

Two Structures in Christian History

Historical Background

Christina Accornero,⁹⁹ James Tino¹⁰⁰ and others tell us that the terms “sodality” and “modality” were coined into missiological discussion by Ralph Winter in an address given to the All-Asia Mission Consultation in Seoul, Korea, in 1973; but although the

⁹⁵George Eldon Ladd, *A Theology of the New Testament* (Grand Rapids, MI: Eerdmans, 1993), 579.

⁹⁶Daniel L. Akin, “The Single-Elder-Led Church,” in *Perspectives on Church Government: Five Views on Church Polity*, ed. Chad Owen Brand and R. Stanton Norman (Nashville, TN: Broadman & Holman, 2004), 25.

⁹⁷Robert L. Reymond, “The Presbytery-Led Church: Presbyterian Church Government,” in *Perspectives on Church Government: Five Views on Church Polity*, ed. Chad Owen Brand and R. Stanton Norman (Nashville, TN: Broadman & Holman, 2004).

⁹⁸Akin, “The Single-Elder-Led Church,” 25. Raymond’s comment is a response to Akin’s article on congregationalism.

⁹⁹Christina Tellechea Accornero, “A Mission Organization as Steward: Facing the Tensions between People and Product” (Ph.D. dissertation, Fuller Theological Seminary, School of World Mission, 1998).

¹⁰⁰James Tino, “Mission Societies and the Development of Lutheranism in Haiti: A Case Study,” *Missio Apostolica* 17, no. 1 (2009): 46, 47.

studies on “sodality” and “modality” are widely and rightly associated with Ralph Winter, it was not at that time when Winter coined such terms.¹⁰¹ Between 1970 and 1974, Ralph Winter introduced the idea that the church has two types of structure, which he called modalities (congregational structures) and sodalities (mission structures). Winter argued that the church’s efforts will be most successful when both structures are fully and appropriately involved.¹⁰² For Winter a modality is a structured fellowship in which there is no distinction of sex or age, while a sodality is a structured fellowship that requires an adult second decision beyond modality membership, and is limited by either age or sex or marital status. According to this definition, both the denomination and the local congregation are modalities, while a mission agency or a local men’s club are sodalities.¹⁰³

Winter published his address a few months later in *Missiology*,¹⁰⁴ where he highlighted the two structures in Paul’s ministry,¹⁰⁵ and suggested that in Paul’s time his

¹⁰¹Winter had already published a detailed exposition of the concepts of sodality and modality at least three years before the Seoul consultation, in an article entitled *The Warp and the Woof of the Christian Movement*, published as a chapter for a book Winter published with a colleague. See Winter and Beaver, *The Warp and the Woof; Organizing for Mission*, 52-62.

¹⁰²Winter, “Two Structures of God’s Redemptive Mission,” 121-127. See also Winter and Beaver, *The Warp and the Woof; Organizing for Mission*.

¹⁰³Winter, “Two Structures of God’s Redemptive Mission,” 127.

¹⁰⁴According to Winter, the main thesis of the article was that “whether Christianity takes on Western or Asian form, there will still be two basic kinds of structures that will make up the movement,” and right from the beginning he expressed his endeavor to argue that “our efforts today in any part of the world will be most effective only if both of these two structures are fully and properly involved.” He also expressed his hope that the article would motivate others to foster a better understanding and harmony between these two structures. *Ibid.*, 121.

¹⁰⁵After introducing his thesis and hope for the article, Dr. Ralph Winter outlined Paul’s ministry as a church-planter, as his missionary endeavors relate to what Winter calls “the two structures in God’s redemptive mission,” highlighting that the first structure in the New Testament scene is “what is often called the New Testament church,” but “Paul’s missionary band can be considered a prototype of all

missionary band (sodality, or mission structure) specifically nourished the churches (modality, or congregational structure), and such a relationship is a “most significant symbiosis.” Winter also complained that in the early post-biblical period a healthy New Testament relationship between modality and sodality was not as usual.¹⁰⁶ Then sodalities became very significant during the medieval period within Catholicism,¹⁰⁷ but were basically ignored by Protestants from the beginning of the Reformation until the times of William Carey, when they were rediscovered.¹⁰⁸

In the last section before concluding his article, Winter deals with the contemporary misunderstanding of mission structures or sodalities;¹⁰⁹ and in the concluding remarks of his article, he emphasizes again the need for both the congregational and mission structures. The article caused an explosion of studies on this

subsequent missionary endeavors organized out of committed, experienced workers who affiliated themselves as a second decision beyond membership in the first structure.” Winter, “Two Structures of God’s Redemptive Mission,” 122, 123.

¹⁰⁶Ibid., 127.

¹⁰⁷Trying to make his point that sodalities played a most outstanding role in perpetuation of the Christian movement during the medieval period, Winter explained that “the 1000-year medieval period is virtually impossible to account for apart from the role of the sodalities.” Ibid., 130.

¹⁰⁸Winter tells us that “the Protestant movement started out by attempting to do without any kind of sodality structure,” and argues that “this omission, in my evaluation, represents the greatest error of the Reformation and the greatest weakness of the resulting Protestant tradition,” because “in failing to exploit the power of the sodality, the Protestants had no mechanism for missions for almost three hundred years” until the times of William Carey, whose efforts impelled the creation of the Baptist Missionary Society. Winter adds that a number of missionary societies were started in the next few years, being the nineteenth century the first one in which Protestants were “actively engaged in missions,” mainly through the efforts of missionary societies. Ibid., 131, 132.

¹⁰⁹Winter’s historical analysis of the nineteenth century shows sort of a pendulum phenomenon in the relationship between congregational and mission structures: At the beginning of the century, mission structures were independent from congregational structures; but the latter two-thirds of the century, many once-independent structures became dominated by the churches. However, a new host of independent structures arose, paying little attention to denominational leaders. Winter’s point here is that “to this day, among Protestants, there continues to be deep confusion about the legitimacy and proper relationship of the two structures that have manifested themselves throughout the history of the Christian movement.” Ibid., 133, 134.

subject, and significant advances in the practice of missionary endeavors.¹¹⁰

Congregational Structure

Paul Pierson describes the congregational structure as “what we call a local church and that church’s extension to a network of local churches or a denominational structure.” This structure, he explains, is “inclusive of fervent as well as nominal believers, youth and the elderly, new Christians, and mature disciples.”¹¹¹ The term congregational structure should not be confused with congregationalism. In this document, “congregational structure” refers to the structure of a given denomination (local churches and the denomination as a whole).

A congregational structure usually has the following characteristics: (1) it has a multifaceted concern,¹¹² and an overfull schedule;¹¹³ (2) the majority of its programs are inward orientated, with an emphasis on those who have already accepted Christ as their Savior;¹¹⁴ (3) its programs are oriented towards consolidation rather than towards initiation,¹¹⁵ by either increasing the size of existing congregations or starting daughter

¹¹⁰Winter’s stated goal in “Two Structures of God’s Redemptive Mission” was to help church leaders and others to understand the legitimacy and necessity of both structures acting in harmony for the fulfillment of the Great Commission. While he recognizes the importance of the organized church—the modality—and considers it “a significant and absolutely essential structure,” he stresses that God has consistently used another structure as well, the sodality or mission structure, to preserve his kingdom and proclaim the gospel. Winter, “Two Structures of God’s Redemptive Mission,” 136.

¹¹¹Pierson, *The Dynamics of Christian Mission*, 36.

¹¹²Bauer, “Congregational and Mission Structures,” 13.

¹¹³Miley, *Loving the Church—Blessing the Nations*, 88.

¹¹⁴See Bauer, “Congregational and Mission Structures,” 13, 14; Miley, *Loving the Church—Blessing the Nations*, 88.

¹¹⁵Miley, “Seeking Initiation and Consolidation among All Nations,” 9.

congregations without attempting to take the gospel to cultures where there is no Christian church or, as Blincoe puts it, growing the church “where it already is,”¹¹⁶ (4) it usually moves slowly because it invests in building consensus;¹¹⁷ (5) it provides longevity and continuity, giving members a sense of unity, stability, and security;¹¹⁸ (6) it is people-oriented (most of the finance and personnel of the church are committed to the nurture and service of members); (7) it works as a check and balance to help regulate activities and set policies;¹¹⁹ and (8) it tends to be authoritarian and to dominate, often refusing to recognize legitimate mission structures and their roles.¹²⁰

Mission Structure

The term mission structure refers to task-oriented, mission-focused organizations within the church or working in association with it. Pierson describes mission structures as “small, mobile, focused groups of men and/or women who know that God has called them to a specific missionary task in a different place or culture.”¹²¹ Blincoe equates a mission structure with a task structure, echoing John R. Mott, who “had envisioned new

¹¹⁶Blincoe, “The Strange Structure of Mission Agencies, Part I,” 6.

¹¹⁷Bauer, “Congregational and Mission Structures,” 15, 16; Miley, *Loving the Church—Blessing the Nations*, 88.

¹¹⁸See Bauer, “Congregational and Mission Structures,” 15; Miley, *Loving the Church—Blessing the Nations*, 141.

¹¹⁹Bauer, “Congregational and Mission Structures,” 16, 17; Winter, “From the Editor’s Desk,” 3.

¹²⁰Pierson, *The Dynamics of Christian Mission*, 36.

¹²¹*Ibid.*, 33.

‘task’ structures to meet mission needs that denominational organizations could not meet.”¹²²

¹²²Blincoe, “The Strange Structure of Mission Agencies, Part I,” 5.

Mission structures usually share the following characteristics: (1) their resources and efforts are usually concentrated into one small, narrow area in order to reach their objective, instead of aiming at several purposes as is the case with congregational structures;¹²³ (2) their leaders are more concerned with initiation than with consolidation,¹²⁴ thus tending to grow the church in unreached areas, often crossing cultural, linguistic, and geographic boundaries rather than focusing on the local congregation;¹²⁵ (3) while congregational structures are people-oriented, mission structures are task-oriented and their leaders usually show a low tolerance for unproductive people;¹²⁶ (4) they are usually started and guided by charismatic leaders;¹²⁷ (5) since mission structures more often cross cultural barriers, their leaders are more innovative and open to change;¹²⁸ and (6) they usually have less stability and a shorter life than the congregational structure.¹²⁹

Relationship Between the Two Structures

Winter explained in 1970 that society has all kinds of free enterprises that are not administered by the government, “ranging from philanthropic foundations to money-making manufacturing and service industries,” and in a similar way a denomination

¹²³Bauer, “Congregational and Mission Structures,” 20, 21.

¹²⁴Miley, “Seeking Initiation and Consolidation among All Nations,” 9.

¹²⁵Bauer, “Congregational and Mission Structures,” 23.

¹²⁶Ibid., 21; Blincoe, “The Strange Structure of Mission Agencies, Part I,” 5.

¹²⁷Miley, *Loving the Church—Blessing the Nations*, 88.

¹²⁸Bauer, “Congregational and Mission Structures,” 24.

¹²⁹See *ibid.*, 15; Miley, *Loving the Church—Blessing the Nations*, 74.

needs to allow for semi-autonomous structures under its jurisdiction but not directly administered by the denomination.¹³⁰ Thirty-two years later, the government/industries illustration was still alive in conversations about the two structures.¹³¹ Winter suggests that dynamism in the church substantially rests on the existence of a good relationship between the denomination or modality as a regulator and the mission structure or sodality as the sort of “private enterprise.”¹³² Similarly, Robert Blincoe suggests that “new social contracts” should take place between governments (including the church) and its members or groups of members.¹³³ In such a relationship between government and

¹³⁰ Although Winter’s famous 1974 article did not mention the Government/Industries illustration, the essay did mention that Winter had developed the terms in detail “elsewhere.” Winter, “Two Structures of God’s Redemptive Mission,” 176. It was in *The Warp and the Woof of the Christian Movement* where this earlier explanation appeared. In fact, he explained that the Christian movement “has myriads of publishing houses, relief agencies, student work organizations, and mission agencies.” Winter and Beaver, *The Warp and the Woof*, 56.

¹³¹ In 2002, while introducing Robert Blincoe’s series of articles to be released by the *International Journal of Frontier Missions*, Ralph Winter went back to the illustration of the civil government and private enterprises: “Now, my hope is that Blincoe’s series will cast helpful light on the basic necessity and essentiality of decentralized teamwork in the Christian cause, through separate structures that are not antagonistic to local church organizations but truly serve them. And serve them just as vitally as, for example, private companies add to and augment municipal government services.” Robert Blincoe also used the illustration of governments and private businesses in the first one of those articles. Robert Blincoe, “The Strange Structure of Mission Agencies. Part II: How Powerful Denominational and Other Mission Agency Offices Can Do More by Doing Less,” *International Journal of Frontier Missions* 19, no. 2 (2002): 5-9; Robert Blincoe, “The Strange Structure of Mission Agencies, Part III: Desired Symbiosis: Church and Mission Structures,” *International Journal of Frontier Missions* 19, no. 3 (2002): 43-46; Winter, “From the Editor’s Desk,” 3.

¹³² Here’s what he wrote in the context of the modality/sodality issue: “Stop and think: the dynamism of America, compared to a theoretical socialism, rests substantially on the existence of the regulated freedom of private enterprise structures operating under the watchful eye of municipal structures. It is when those private enterprises control the government or vice versa that trouble arises.” In a more specific application to churches, Winter explains that “the city regulates but does not administrate the private enterprise. The denominations may administrate some supra-congregational structures but others they should regulate, not administrate.” Winter, “From the Editor’s Desk,” 4.

¹³³ In his dissertation, Robert Alan Blincoe argues that in order to achieve the greatest good, and to create durable and effective solutions for many of humanity’s greatest problems, it will be necessary for good governments, including church governments, to recognize and regulate (but not to operate) special-purpose associations and provide guidance for their citizens or members who are forming or joining such voluntary mission societies. Robert Blincoe, “A New Social Contract Relating Mission Societies to Ecclesiastical Structures” (Ph.D. dissertation, William Carey International University, 2009), 10-14.

industries, tension has to occur, but this does not imply that the two structures work at cross-purposes. The same thing is applicable to the relationship between congregational and mission structures.¹³⁴

Mission Effectiveness

The previous sections have briefly outlined the history of church structure, and explored different patterns of church polity, as well as the two basic structures of the church. Next, this study will analyze the fundamentals of Christian mission and revisit the understanding of mission effectiveness and its implications for missionary practice.

Rethinking the Foundation of Mission

Matthew 28:18-20, widely known as “the Great Commission,” has been a classic inspiration for Christians to go throughout the world making disciples.¹³⁵ It has been argued that, “between Eden and the eternal state,” few biblical topics are as important as mission.¹³⁶ It has also been suggested that there are “more than enough books” offering biblical foundations for mission.¹³⁷

¹³⁴Ibid.

¹³⁵The biblical record suggests that at the end of his ministry on earth, Jesus came to His disciples and asked them, with a tone of great authority, to “go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age” (Matt 28:18-20). The fact that these words are widely known as “the Great Commission,” James LaGrand suggests, “reminds today’s reader of the influence which this text has had on the modern missionary movement.” LaGrand, *The Earliest Christian Mission to “All Nations” in the Light of Matthew’s Gospel*, 235.

¹³⁶Andreas J. Köstenberger and Peter Thomas O’Brien, *Salvation to the Ends of the Earth: A Biblical Theology of Mission* (Leicester, England: Apollos, 2001), 19.

¹³⁷Wright, *The Mission of God*, 33.

But, on the other hand, some have questioned the legitimacy of the Great Commission as registered in Matt 28, wrongly suggesting that Jesus may have never uttered those words, and that they may not even belong to Matthew’s original formulation but may have been added later by somebody else.¹³⁸ To make things even worse, the term *mission* is not even found in Scripture as such. Others have wondered whether it is still socially appropriate for Christianity to claim that its believers have a right to go “on mission” to the entire world, trying to convert others to Christ,¹³⁹ and it has been said that there is no need to, and it might even be an absurdity to try to convert others to Christianity.¹⁴⁰ Mission has often been seen as “politically disruptive” and “religiously

¹³⁸James LaGrand informs that “some critics insist that the composition of ‘the Great Commission’ is to be explained entirely in terms of Matthew’s literary creativity.” LaGrand, *The Earliest Christian Mission to “All Nations” in the Light of Matthew’s Gospel*, 236. Alan Le Grys argues that “probably the majority of New Testament scholars suspect that the so-called Great Commission in Matthew 28.19f says more about Matthew than it does about the historical Jesus.” Le Grys, *Preaching to the Nations*, xii. See also Wright, *The Mission of God: Unlocking the Bible’s Grand Narrative*, 235, 236.

¹³⁹Although over two billion people in the world are Christian, that amount of people only amounts to 33% of the world’s population; there are about 1.5 billion Muslims (21% of the world’s population) who believe—as strongly as Christians do, or maybe in a much stronger fashion—that their religion is the truth, and all others should convert; over one billion people in the world (16%) are classified as secular, nonreligious, agnostic or atheist; Hinduism boasts 900 million people (14%); over 370 million people are Buddhists; and there are several other religions in the world. Adherents.com, “Major Religions of the World Ranked by Number of Adherents,” http://www.adherents.com/Religions_By_Adherents.html (accessed December 10, 2010). In an increasingly diverse and pluralistic world, is it socially appropriate to claim that Christianity has a right to go on “mission” to the entire world trying to convert all others to Christ? The *Time* magazine’s cover for June 30, 2003, featured a title that suggested a similar concern: Should Christians Convert Muslims? David Van Biema, and others, “Should Christians Convert Muslims?—Religion: Missionaries under Cover,” *Time* (2003), <http://www.time.com/time/magazine/article/0,9171,1005107,00.html> (accessed May 14, 2012).

¹⁴⁰There are several religions other than Christianity that have high standards. Lay followers of the Buddhist way—for instance—often undertake five precepts: vowing not to kill, steal, not to have improper sexual relations, not to lie, or become intoxicated. One of the Five Pillars of Islam mandates its followers to pray five times a day (while for Christians it is optional). During the eighty-eighth annual meeting of the American Board of Foreign Missions of the Congregational Church in 1897, several objections to the work of foreign missions were discussed. “Among the objections considered were that Christianity was unfitted for some races of people, and should not therefore be urged upon them, and that Buddhism, Confucianism and other forms of faith were nearly, if not quite, as good as Christianity anyway, and it was therefore not only an absurdity but an impertinence to try to substitute the one for the other.” “The American Board:

narrow-minded,” and “the attempt to convert people to Christ” is rejected as an “unwarrantable intrusion,” an “unpardonable interference” in people’s private lives.”¹⁴¹

In the context of these challenges, two warning statements might fit very well for the purposes of our study: Wright warns that it would be “a shattering thing if the church were suddenly seized by the conviction that all the missionary effort of two thousand years was grounded in no clear warrant of Scripture.”¹⁴² David J. Bosch explains that “an inadequate foundation for mission and ambiguous missionary motives and aims are bound to lead to an unsatisfactory missionary practice.”¹⁴³ Thus, it is important for anyone interested in missionary work to revisit the foundations of mission.

Different Definitions of Christian Mission

The previous section features several challenges mission faces. But if that picture is not bad enough, even among those who advocate for mission, there is no agreement about what mission is. For many people, mission is preaching the gospel to one’s neighbors. Others think it is primarily a matter of preaching the gospel to those who have never heard, especially if you have to cross cultural boundaries. Another group argues that preaching to individuals is not enough; churches must be planted and nourished in other cultures for mission to be really effective. Others contend that mission must include

Eighty-Eight Annual Meeting at New Haven,” *Christian Work: Illustrated Family Newspaper* 63, no. 1601 (1897): 654.

¹⁴¹See John Stott, “The Bible in World Evangelization,” in *Perspectives on the World Christian Movement*, ed. Ralph D. Winter and Steven C. Hawthorne (Pasadena, CA: William Carey Library, 2009), 21; John Stott, “The Living God Is a Missionary God,” in *Perspectives on the World Christian Movement*, ed. Ralph D. Winter and Steven C. Hawthorne (Pasadena, CA: William Carey Library, 2009), 3.

¹⁴²Wright, *The Mission of God*, 34.

¹⁴³David Jacobus Bosch, *Transforming Mission: Paradigm Shifts in Theology of Mission*, American Society of Missiology Series (Maryknoll, NY: Orbis Books, 1991), 5.

feeding the hungry, while others believe mission should focus more on social justice and fighting “structural sin.” Still others think mission is simply living out a life of integrity and love and being a “silent witness.”¹⁴⁴

In the “proclamation and conversion” view, there is a visible sense of urgency about spreading the gospel to all peoples in the world. This concept assumes that if somebody dies without hearing the gospel and accepting Jesus as personal Savior, he or she is destined for damnation,¹⁴⁵ so nothing should distract missionaries from “getting the gospel as quickly as possible to as many people as possible.”¹⁴⁶ The emphasis is on personal conversion, not on denominational loyalties.¹⁴⁷ The motto “no one should hear the gospel twice before all have heard it once,” is a very good example of this view.¹⁴⁸

¹⁴⁴Ott, Strauss, and Tennent, *Encountering Theology of Mission*, xi.

¹⁴⁵The following two examples illustrate the sense of urgency that is inherent in the “proclamation and conversion” view. Less than a month after her husband’s death, as Dr. Alfred Lindsay Shapleigh’s wife was writing in her room, she was able to see the nearby hills through the open door, and those hills were covered with the graves of Chinese. Mrs. Shapleigh wrote that “all of these are Christless graves. Add to these the other thousands, throughout the length and breadth of this vast land, and then remember, what we have so often heard, that ‘a million a month in China are dying without God.’” Alvin Austin, *China’s Millions: The China Inland Mission and Late Qing Society, 1832-1905* (Grand Rapids, MI: Eerdmans, 2007), 64. Another good example of the urgency with which mission is seen from this perspective is the appeal by the members of the China Inland Mission in 1883. They were trying to inspire in people’s mind the initiative of doing something for the gospel to be spread in that territory. The appeal insisted that “a more widespread and awful famine of the bread of life exists to-day in every province in China. Souls on every hand are perishing for lack of knowledge; more than a thousand every hour are passing away into death and darkness.” Marshall Broomhall, *The Jubilee Story of the China Inland Mission* (London, UK: Morgan & Scott, 1915), 115.

¹⁴⁶Ott, Strauss, and Tennent, *Encountering Theology of Mission*, 107.

¹⁴⁷Some twenty founding members of the interdenominational London Missionary Society in 1795 declared that “as the union of God’s people of various denominations in carrying on this great work is a most desirable object, so to prevent, if possible, any cause of future dissension it is declared to be a fundamental principle of this missionary society that our design is not to send Presbyterian, Independent, Episcopalian or any other form of church government, about which there may be a difference of opinion among serious persons, but the Glorious Gospel of the Blessed God to the heathen.” Lillias H. Underwood, *Underwood of Korea: Being an Intimate Record of the Life and Work of the Rev. H.G. Underwood, D.D., Ll. D., for Thirty One Years a Missionary of the Presbyterian Board in Korea* (New York: Fleming H. Revell, 1916). Another appropriate example is the Society for Promoting Christian Knowledge (SPCK), which states that they have always worked with many Christian denominations, and while trying to reach

The emphasis on individual conversions contributed to the process being also very individualistic, and it was Donald McGavran who posed the first major challenge to this model.¹⁴⁹ He argued that although the individual-oriented “mission station approach” was necessary and useful in the nineteenth and early twentieth centuries, the time had come when the Church needed to understand how peoples, not merely individuals, become Christian.¹⁵⁰ The “church growth movement,” a major trend within evangelical Christianity which emphasizes missionary work combined with sociological awareness of the target population, was founded by McGavran in 1955 and “built upon the basic tenets

out to those beyond the church, “we do not aim to promote a particular approach to Christianity, but to provide resources to serve Christians of all backgrounds.” The primary concern of the founders of the SPCK was to encourage education and Christian literature in order to counteract the growth of vice and immorality, which they saw as a result of the ignorance of the principles of Christian religion. See The Society for Promoting Christian Knowledge, “Our History,” <http://www.spck.org.uk/about-spck/history/> (accessed November 7, 2010).

¹⁴⁸This motto has been attributed to Hudson Taylor and Oswald J. Smith, and since it has become so famous it could probably be attributed to many others. My point is that this motto emphasizes that Christianity needs to get Jesus’ message of salvation to the very end of the world, and the main purpose of mission in this perspective is that everybody has a chance to hear the message and accept Jesus Christ as personal savior, without necessarily becoming a member in any particular church. See Indian Christian Mission Centre, “Evangelism and Church-Planting Ministry,” <http://www.houseofpeaceorphanage.org/evangelismchurch.html> (accessed November 9, 2010); OM International, “Pioneering Initiatives—Breaking New Ground,” <http://www.om.org/en/what-we-do/pioneering-initiatives> (accessed November 9, 2010).

¹⁴⁹For about 150 years prior to the 1960s, many Protestants assumed that salvation was an individual decision and the process of mission should also aim to reach individuals. Mission stations were often located in areas near to the region where missionaries were spreading the gospel; a Christian community usually moved there, and new converts—who were often rejected by their own people—usually abandoned their people and joined the Christian community, which in turn became a safe haven for them. McGavran pointed out that the main problem with this approach was that the “mission station” usually ended up isolating new converts from the social mainstream (in order to protect them and support them), often causing antagonism and building more barriers and sacrificing much of the new convert’s potential for evangelism by separating him from his people.

¹⁵⁰Donald McGavran, “The Bridges of God,” in *Perspectives on the World Christian Movement: A Reader*, ed. Ralph D. Winter and others (Pasadena, CA: William Carey Library, 2009), 323-338. The article presents McGavran’s core ideas on how family and kinship ties can become a powerful bridge for missionaries to use in their efforts to bring people to Christ.

of the missiology of his book,” *The Bridges of God*.¹⁵¹ While the “proclamation and conversion” model focuses on individual conversion, the “church planting and growth” model focuses more on groups, and the expected result is always a community of believers. The idea is that for the newly converted believers, a new church needs to be planted.

The third perspective sees healing broken hearts as the task of mission, with biblical passages such as Matt 25:31-46¹⁵² serving “as a most powerful incentive to undertake a great variety of commendable Christian undertakings from digging wells to feeding the hungry to adopting orphans,” but the interpretation usually applied for this text to support a social gospel “is highly questionable at best,” and can be counterproductive in the long run.¹⁵³ The main focus of mission should be making disciples of Jesus among all peoples of the earth; church growth, social work, and every other Christian initiative in mission should contribute to that goal or could be considered

¹⁵¹David J. Hesselgrave and Ed Stetzer, eds., *Missionshift: Global Mission Issues in the Third Millennium* (Nashville, TN: Baker and Taylor, 2010), 16. See also Donald A. McGavran, *The Bridges of God: A Study in the Strategy of Missions*. (New York, NY: Friendship Press, 1955).

¹⁵²Especially important for this perspective is v. 40, where the king answers to the righteous, “Verily I say unto you, Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me” (KJV). This Bible text has become known as the “inasmuch” passage. The main idea here, advocates argue, is that as long as the church does this type of work, its mission would have been accomplished.

¹⁵³David J. Hesselgrave, “Will We Correct the Edinburgh Error? Future Mission in Historical Perspective,” *Southwestern Journal of Theology* 49, no. 2 (2007): 146. A prime example of this view is Operation Inasmuch, which started in 1995 by David W. Crocker, and has grown to be a popular, interdenominational “compassion revolution” of over 1600 churches in 21 states of North America. Operation Inasmuch, “What Is Operation Inasmuch?” <http://www.operationinasmuch.com/index.shtml> (accessed December 20, 2010). Crocker says, “Operation Inasmuch is Christians doing the work of the church instead of church work,” explaining that “church work is what we do to keep the institution percolating. It is committee work, planning, prayer meetings, budget work, and so on. The work of the church, however, is going outside the walls of the church buildings to apply God’s love to human hurts and hopes wherever they are found.” David W. Crocker, *Operation Inasmuch: Mobilizing Believers Beyond the Walls of the Church* (Saint Louis, MO: Chalice Press, 2005), 4.

a distraction from mission. But how can missionaries know whether they are being effective in that endeavor? That is what the next section turns to.

Rethinking the Understanding of Effectiveness

There is enough evidence that the biblical mandate for worldwide mission is much more than an isolated text at the end of the first Gospel. John Stott warns that, as important as the Great Commission is, Christians should not limit their understanding of mission to it but look at the entire revelation when thinking of the missionary mandate.¹⁵⁴ Although the contribution of the Old Testament to a biblical theology of mission has not been recognized enough over the years, Robin Routledge suggests that “several books have appeared which help to redress that imbalance.”¹⁵⁵ Johannes Verkuyl explains that “the twentieth century has produced a steady stream of literature which regards the Old Testament as an indispensable and irreplaceable base for the church’s missionary task among the nations and peoples of this world.”¹⁵⁶

Three of the Gospels’ records of the Great Commission have important implications for mission to the unreached. Matthew’s record of the Great Commission indicates that God’s witnesses were to go to “all nations” (Matt 28:19).¹⁵⁷ Mark

¹⁵⁴Johannes Verkuyl, “The Bible in World Evangelization,” in *Perspectives on the World Christian Movement*, ed. Ralph D. Winter and Steven C. Hawthorne (Pasadena, CA: William Carey Library, 2009), 22.

¹⁵⁵Robin Routledge, “Mission and Covenant in the Old Testament,” in *Bible and Mission: A Conversation between Biblical Studies and Missiology*, ed. Keith Jones et al. (Schwarzenfeld, Germany: Neufeld Verlag, 2008), 8, 9.

¹⁵⁶Verkuyl, “The Biblical Foundation for the Worldwide Mission Mandate,” 42.

¹⁵⁷There seems to be a contradiction between Jesus’ command in Matt 10 (to go to the lost sheep of the house of Israel) and Jesus’ command—recorded in the same gospel—to go and “make disciples of all

emphasizes the need to “go into all the world and preach the gospel to all creation” (Mark 16:15).¹⁵⁸ Luke stresses the need to preach “to all nations, beginning at Jerusalem” (Luke 24:47).¹⁵⁹ Verkuyl explains that, when recording Jesus’ command to “go” (Matt 28:19), the author used a Greek word which means “to depart, to leave, to cross boundaries,” implying that obedient disciples were to cross sociological, racial, cultural, and geographic boundaries.¹⁶⁰ Although the translation of *poreuthentes* as an imperative “Go!” might not be the best one and has led to an inappropriate focus on “going” rather than “discipling,” if the word is not translated as a separate command but as adding emphasis and urgency to *matheteusate*, “it then refers to bringing people to Jesus as Lord, wherever they may be.”¹⁶¹

Another powerful insight on the necessity of reaching the unreached comes from the expression “*ta ethne*” in Matt 28:20. Already in 1970 Ralph Winter said the term has been misunderstood, and “nations” refers to ethnolinguistic peoples, and complained that

nations” (see Matt 28:18-20). Johannes Verkuyl explains that Matthew made no attempt to reconcile these two passages, because he saw the two as complementing each other and remaining equally valid. Verkuyl, “The Biblical Foundation for the Worldwide Mission Mandate,” 42.

¹⁵⁸From the text-critical standpoint, there is disagreement among scholars regarding the last 12 verses in Mark 16. This dissertation assumes acceptance of Mark 16:9:20 as an authoritative part of the biblical canon. For a study on the different perspectives, see David A. Black, ed., *Perspectives on the Ending of Mark: 4 Views* (Nashville, TN: Broadman & Holman Publishers, 2008).

¹⁵⁹Acts 1:8 also emphasizes the “successive geographical development of mission” from Jerusalem, to all Judea and Samaria, and finally to the ends of the earth. See Edinburgh 2010, “Foundations for Mission,” <http://www.edinburgh2010.org/en/study-themes/main-study-themes/foundations-for-mission9496.pdf> (accessed May 15, 2012).

¹⁶⁰Verkuyl, “The Biblical Foundation for the Worldwide Mission Mandate,” 47, 48.

¹⁶¹David Bosch, “The Structure of Mission: An Exposition of Matthew 28:16-20,” in *Exploring Church Growth*, ed. Wilbert Shenk (Grand Rapids, MI: Eerdmans, 1983), 230.

“the Bible rightly translated would have made this plain to us.”¹⁶² The most common English translation (“all nations”) may mislead the reader to think Jesus was talking about politically definable countries. Translating it as “gentiles” would make it seem as if Jesus was excluding Jewish people (and evangelism to Christians, in our contemporary application) from our missionary work.¹⁶³ Donald McGavran asserted that “for exact rendering the Greek words *panta ta ethne*, ‘all nations’ should read ‘all peoples.’ The apostle did not have in mind modern nation-states such as India or Mexico. He had in mind cultural groupings: tongues, tribes, castes, and lineages.”¹⁶⁴

A major implication of this section for the current study is that, when evaluating mission effectiveness, the focus should not be on countries but on people groups. It would be more comfortable to think that “Christians have now fulfilled the Great Commission at least in a geographical sense,”¹⁶⁵ because Christianity has reached almost every politically definable country, but that is not what the Bible says. Christians need to keep active in mission until they reach all unreached people groups and make disciples among them.

¹⁶²Ralph D. Winter, “The Highest Priority: Cross-Cultural Evangelism,” in *Let the Earth Hear His Voice*, ed. James D. Douglas (Minneapolis, MN: World Wide Publications, 1974), 221.

¹⁶³Jim Slack explains that, “by the time of the Judges, Israel saw themselves as so exclusively the people of God (am), that they could not use the same word to speak of themselves when speaking of other people groups (goyem)”; and the Greek Septuagint consistently used “laos” for “am,” and “ta ethne,” for “goyem.” He contends that Jesus’ use of “ta ethne” instead of “laos” implies his emphasis in the ethnolinguistic peoples of the world, not merely evangelism among the Jews. However, he also clarifies that this does not imply an exclusion of Jews, because “my ethne is legitimately one of the many ethne where I live.” James Slack, “A ‘Ta Ethne’ Ethnolinguistic People Group Focus as Seen in the Scriptures,” paper presented for the 2003 Summer State Leadership Meeting & Church Planting Missionary Forum, http://images.acswebnetworks.com/2015/51/Slack_Ta_Ethne_Doc.pdf (accessed May 15, 2012).

¹⁶⁴Donald McGavran, *Understanding Church Growth*, 3rd ed. (Grand Rapids, MI: Eerdmans, 1990), 40.

John Piper suggests that Jesus' command meant the disciples should go and disciple all the ethnic groups, not merely Israel, and not even just to win individuals: After a lengthy analysis of the usage of *ethnos*, *ethne*, and *panta ta ethne*, Piper concludes that "Jesus did not send his apostles out with a general mission merely to win as many individuals as they could but rather to reach all the peoples of the world."¹⁶⁶ This is how Ralph Winter puts it: "In the Great Commission as it is found in Matthew, the phrase 'make disciples of all *ta ethne* (peoples)' does not let us off the hook once we have a church in every country—God wants a strong church within every people!"¹⁶⁷ "The church that keeps the good news for herself,"¹⁶⁸ Newbigin explains, compromises her own being as the bearer of the gospel."¹⁶⁹

The church's effectiveness in mission should not be judged by the number of hospitals or orphanages it has built, by the number of baptisms it has achieved, or even by the number of church buildings constructed. Mission effectiveness needs to be evaluated in the light of its ability to disciple people from all people groups and establish congregations among them. As Winter contends, Christians should be mindful that at least *four-fifths* of the non-Christians in the world will never have a fair opportunity to become Christians, unless Christians make cross-cultural mission the highest priority.¹⁷⁰

¹⁶⁵Winter, "The Highest Priority," 213.

¹⁶⁶John Piper, *Let the Nations Be Glad!* (Grand Rapids, MI: Baker Academic, 2010), 211.

¹⁶⁷Winter, "The Highest Priority," 221.

¹⁶⁸Kärkkäinen, "Ecclesiology," 261.

¹⁶⁹*Ibid.*

¹⁷⁰Winter, "The Highest Priority," 225.

Summary

In accordance with the study outlined in the preceding pages, there is no certainty that the earliest church had any specific structural pattern. Although throughout history many Christians from different theological and denominational loyalties have at least hoped to find in the earliest church's polity a vindication for the type of church structure they represent,¹⁷¹ there is no significant level of certainty about what church structure was like.¹⁷² Kenneth Latourette explains that "so far as our records enable us to determine, Jesus gave little thought to a continuing organization."¹⁷³ John C. Dwyer even contends that if "church" means essentially the apparatus or the organizational structure, "then Jesus neither founded a church nor [did] he directly and immediately intend one."¹⁷⁴

But a structure was necessary for the church to fulfill God's mission, and several models of church governance have been developed and argued for, with a history of people willing to suffer and even give their lives for their allegiance to such views of the church. Furthermore, besides the traditionally recognized structure of the church (in all models of polity), there is another semi-autonomous structure (mission structure), and it

¹⁷¹James Cobble strongly suggests that no fixed pattern of church organization existed in the early church, something to which many other scholars would agree. Cobble, *The Church and the Powers*, 91. See Bartlet, *Church-Life and Church-Order During the First Four Centuries*; Burtchaell, *From Synagogue to Church*; Giles, "Church Order, Government"; Kirk, *The Apostolic Ministry*; Lietzmann, *The Beginnings of the Christian Church*; Streeter, *The Primitive Church*; Swete, *Essays on the Early History of the Church and the Ministry*.

¹⁷²Giles, "Church Order, Government," 219.

¹⁷³Latourette, *A History of Christianity*, 112.

has been argued that the church's efforts will be most successful when both structures are fully and appropriately involved.¹⁷⁵

Although the previous discussion does not imply that church structures necessarily reflect a misunderstanding of Jesus' intentions for His people, it is clear that church life and structure "cannot be reduced to a blueprint, plan, or formula" from the earliest church or from any other stage of church history.¹⁷⁶ As complicated as the long-lasting discussion on the task of mission might seem, the challenge is huge. And if the church is to be faithful to its God-assigned mission of making disciples of Jesus from all people groups in the world, the church needs to align all its energies available within its structure towards that mission. The next two chapters explore that issue in the history of the Seventh-day Adventist Church.

¹⁷⁴John C. Dwyer, *Church History: Twenty Centuries of Catholic Christianity* (Mahwah, NJ: Paulist Press, 1998), 20. As evident in pages 20 and 21 of his book, Dwyer does not mean by this that church structures imply a misunderstanding of Jesus' intentions for His people.

¹⁷⁵Winter, "Two Structures of God's Redemptive Mission," 121-127. See also Winter and Beaver, *The Warp and the Woof*.

¹⁷⁶Cobble, *The Church and the Powers*, 92.

CHAPTER IV
STRUCTURE AND MISSION IN THE SEVENTH-DAY
ADVENTIST CHURCH

Adventist Structure and Mission before 1980

Before moving to the years 1980 to 2010, the present study will focus on the earlier years of Adventist structure. An understanding of the context in which Adventist organization came to existence and its organizational developments throughout the years is undoubtedly helpful for the study of Adventist structure and mission effectiveness from 1980 to 2010.

1850-1929, Period of Major Organizational Changes

**The Context in Which Adventist
Organization Began**

Among the major elements of the socio-political milieu in which Adventism developed were the increase in human knowledge, the industrial revolution with its increased differences of wealth and prosperity in society, and the optimism of the years 1789-1829. Outstanding aspects of the religious background for the beginnings of

Adventist organization included revivalism, perfectionism and post-millennialism, Puritanism, congregationalism, and denominationalism.¹

This period also saw the birth or reorganization of many denominations; most structural forms followed by them were variants of the three basic categories of church polity: Episcopal, Presbyterian, and Congregational. In the Episcopal system the chief ministers were bishops, and subordinate ministers were presbyters and deacons. Presbyterian churches were independent from one another, but maintained a common commitment to creedal statements. Local church autonomy was the hallmark of congregational governance.²

When around 1818 William Miller came to the conclusion that Jesus would come in about twenty-five years, he did not foresee that his conviction would create the Millerite movement, as the group of those who preached his message would eventually be known.³ As more and more people accepted Miller's views, it seemed desirable to

¹Mustard, "James White and the Development of Seventh-Day Adventist Organization," 15. Revivalism is the label most historians put to evangelical revivals from the beginning of the 19th century until the 1840s. Perfectionism and post-millennialism are linked in the idea (common in the 19th century) that 1,000 great good years were at the door, and could be achieved by human efforts. Daniel Whitby's idea of a spiritual "second coming" followed by 1,000 years and then a literal Advent (postmillennial advent) dominated Protestant eschatology by 1750. Richard W. Schwarz, *Light Bearers to the Remnant: Denominational History Textbook for Seventh-day Adventist College Classes* (Mountain View, CA: Pacific Press, 1979), 24, 25. See also Mary Beth Norton and others, *A People and a Nation* (Boston, MA: Wadsworth Cengage Learning, 2012), 311-313. Puritanism is characterized by a balance between emotion and intellect. See Richard E. Wentz, *American Religious Traditions: The Shaping of Religion in the United States* (Minneapolis, MN: Augsburg Fortress, 2003), 84-105.

²Oliver, "Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903: Implications for an International Church," 35-39.

³Miller, a farmer who first got inclined to deism and then came back to Christian belief, decided around 1816 to begin a systematic study of the Bible. His encounter with Dan 8:14 during 2 years of intensive study would make him think that Jesus would come in less than three decades. Although Miller was initially reluctant to publicly share his message because of his lack of training as a speaker, interest in his preaching increased during the years 1831-1839, and different denominations invited him to speak (Baptists even gave him a license to preach). At the end of 1839, Joshua V. Himes invited Miller to preach at his local church, and Himes's promotional talents joined Miller's message to give it a great impetus. See

convene, on October 14-15 1840, a first general conference of believers in the Advent of Christ from different denominations, without any idea of organizing a new denomination. A rudimentary, interdenominational organization (a chairman, a secretary, and a Committee of Correspondence) was decided on.⁴ The persistent reluctance of Millerites toward organization at the beginning of their movement finds some of its roots in the religious background of the main leaders.⁵

Methodists, Baptists, and members of the Christian Connection constituted the greatest number of preachers in the Millerite movement. Methodists' contribution to the Millerites included the basic structure of regional and general conferences, the pragmatic approach to church order, and the camp meeting system; Baptists contributed a less hierarchical structure than the Methodists; and the Christian Connection contributed the extensive publishing program and reluctance toward creeds and sectarianism. The

Mustard, "James White and the Development of Seventh-day Adventist Organization," 38-42; Schwarz, *Light Bearers to the Remnant*, 31, 32.

⁴Held on October 14-15, 1840, at Chardon Street Chapel in Boston (Joshua V. Himes's church), the First General Conference of Christians Expecting the Advent of Christ only required those who attended to declare their faith that Christ would come soon. Membership in an interdenominational reform society was nothing new, was not incompatible with membership in any denomination, and was not considered a threat. The leaders repeatedly expressed their desire to work within the churches. Mustard, "James White and the Development of Seventh-Day Adventist Organization," 37, 42-44.

⁵James White and Joseph Bates, for instance, had their religious roots in the Christian Connection, which viewed church organization as against a person's Christian liberty; although Ellen White came from the highly structured Methodist church, she had also experienced firsthand the injustices of centralized church government when that church disfellowshipped her, her family, her favorite pastor, and many other laypeople and ministers for their belief in the nearness of Christ's advent. See Knight, *Organizing to Beat the Devil*, 28, 29; Knight, "Organizing for Mission: The Development of Seventh-day Adventist Organizational Structure," Report to the Commission on Ministries, Services, and Structures of the Seventh-day Adventist Church in Loma Linda, California, April 11, 2006, <http://www.adventist.org/world-church/commission-ministries-services-structures/knight-organized-for-mission.pdf> (accessed December 18, 2012). Many Millerites retained their connection with the established churches almost until October 1844; they thought there was too little time before Christ's coming, and a huge task to be done. In their view, there was neither time nor need for formal organization. Mustard, "James White and the Development of Seventh-day Adventist Organization," 66.

Millerites' desire to follow the New Testament pattern of church order can be linked to their members with Baptist and Christian Connection roots.⁶

The Beginnings of Adventist Organization

The message of the Second Advent, initially harmless in the eyes of religious leaders, eventually encountered resistance from different churches, which in turn gave place to the first, painful, and hesitant feelings of separatism among the Millerites;⁷ thus, most of the reasons behind Millerites leaving Protestant churches can be placed under the heading of resistance to the Second Advent message.⁸

As time passed, many Millerites kept pressing "Father Miller" to set a date more specific than "about the year 1843." Different dates were announced for the coming of

⁶Methodists were the most represented denomination among Millerite preachers; Methodists' practical approach resulted in a strong organizational structure, a pattern which would be reflected in the Millerite organization. Baptist organization, the second most represented among Millerites, tried to be patterned after the NT church, but the exact structure depended on the local needs. Members of the Christian Connection were initially anti-organizational, but they started adopting some structure in 1805, and by 1836 their organization and publishing efforts were strong. See Mustard, "James White and the Development of Seventh-day Adventist Organization," 26-32.

⁷George Knight explains that resistance to that message took at least three forms: First, some congregations forbade the Millerites from holding services in their buildings; second, in many churches Advent believers were no longer allowed to speak about that subject (some who refused to be silent endured excommunication); third, pastors who continued to preach about the Advent were expelled from their pulpits. At the same time, there were two types of Millerite responses to resistance: One was a gradual separation (including the creation of Second Advent associations and meeting in Sunday afternoons after regular attendance to church), and the building of Millerite tabernacles, since Adventists were forced to find new places to meet; the second response was a call to "come out of Babylon." Charles Fitch identified Babylon with any church that opposed the personal reign of Jesus Christ, and invited people to leave such churches immediately (this call found acceptance among Millerites because of the persecution resulting from the rejection of the Advent message). George Storrs argued against visible, organized churches, declaring that no church can be organized by man, because it becomes Babylon in the moment it is organized. See Knight, *Organizing to Beat the Devil*, 20-23.

⁸It should be noted that there were also several other reasons for Millerites' eventual separation from their churches. Mustard indicates that "included in this category were such things as the hierarchical nature of their organization, complex liturgies, wealth and pride of the clergy, their support of slavery, their intemperance, and the confusion and competition caused by the vast number of sects and parties." Mustard, "James White and the Development of Seventh-day Adventist Organization," 62, 63.

Christ, but nothing happened. It would be Samuel Sheffield Snow who pressed the conclusion that Christ would come on October 22, 1844, and his ideas caused the greatest excitement among Millerites. But the great day passed, and Christ did not come.⁹ Despite post-disappointment resistance to organization, Joshua Himes summoned an organizational conference at Albany, New York, beginning on April 29, 1845. Although there were both dissensions and further attempts at organization, no sector of Millerism organized into a denomination until 1858.¹⁰

An analysis of the attitudes of Millerites toward separation and organization “reveals a clear change of mood as time passed. The expressions of 1844 were much more urgent and passionate than those of four years earlier.”¹¹ The events that took place during those years made a big difference. On the other hand, diverse explanations were given regarding what had happened on October 1844; although Hiram Edson’s view on the sanctuary¹² eventually became the official Adventist explanation, the “shut door

⁹See Schwarz, *Light Bearers to the Remnant*, 43-51.

¹⁰This fact reflects the fear that any church structure would resemble the oppression of “Babylon,” as they called the churches that had excommunicated them because of their belief in the Second Advent. Eventually, however, four denominations emerged from the Albany Association: the American Evangelical Adventist Conference (1858), the Advent Christian Association (1860), the Life and Advent Union (1863), and the Age-to-Come Adventists (organized nationally in 1921). Their anti-organizational attitude made it almost impossible to get organized as denominations. See Knight, *Organizing to Beat the Devil*, 22-27.

¹¹Mustard, “James White and the Development of Seventh-day Adventist Organization,” 15.

¹²Hiram Edson suggested that on October 22, 1844, Christ entered the most holy place of the heavenly sanctuary. Along with O.R.L. Crosier and F.B. Hahn, Edson shared these views on the sanctuary through *The Day Dawn* in 1845 and *The Day Star* in 1846. For a complete explanation of Edson’s views, see Schwarz, *Light Bearers to the Remnant*, 62-63.

theory” would be the explanation with the most significant impact in the Millerites’ attitudes towards organization.¹³

It has been established that the Millerites’ convictions were core for the formation of the Sabbatarian Adventist movement and ultimately the Seventh-day Adventist Church. An integrated progression can be seen between the development of the Adventist doctrines of the sanctuary and the Sabbath as well as the role of Ellen White’s prophetic ministry: The realization by Millerites of Jesus’ end-time High Priestly ministry in connection with the acceptance of the Sabbath gave way to their proclamation of the gospel in the context of the Three Angels’ Message. Before adopting these key concepts, Millerites thought their mission to the world had finished, and there was no motivation for organization. Any structural considerations in Adventism depend upon these key concepts. As Burt explains, “by 1849 these elements had joined to give Sabbatarian Adventism a unique and viable theological foundation,” fundamental for the eventual formation of Adventism as a denomination.¹⁴

Thus, the Millerites’ antipathy towards organization changed slowly but steadily as their understanding of biblical teachings grew throughout the years. As the next couple of paragraphs describe, at least two things stimulated Shut Door Adventists to change

¹³Apollos Hale and Joseph Turner advanced the “shut door” theory, which was based on Matt 25:1-13 and suggested that each man’s destiny had forever been fixed (they thought Christ had arrived as the Bridegroom in Oct. 1844, accepted the wise virgins and left the foolish ones outside). Andrew Mustard explains that the stronger a Millerite’s belief in the Shut Door, the greater their antipathy to organization. Mustard, “James White and the Development of Seventh-day Adventist Organization,” 114.

¹⁴Merlin D. Burt, “The Historical Background, Interconnected Development, and Integration of the Doctrines of the Sanctuary, the Sabbath, and Ellen G. White’s Role in Sabbatarian Adventism from 1844 to 1849” (Ph.D. dissertation, Andrews University, 2002), 406.

their anti-organizational approach: first, the need to share their faith; and second, the need to maintain unity.

The first stimulus toward organization was that by 1848 many felt a need to share their theological insights with other ex-Millerites. Two initiatives resulted from this: first, periodic Bible conferences were held to bring about unity of belief (six conferences in 1848, six in 1849, and ten in 1850); and second, the development of various periodicals (in July 1849, James White published the first issue of *Present Truth*, in the summer of 1850 he printed the first issue of the *Advent Review*, in November 1850, the two periodicals were combined into *The Second Advent Review and Sabbath Herald*). These two methods were good for “evangelism” but also pushed many towards a realization of the need for organization. In a nutshell, they were operating with a replica of the organizational structure of the Connexionists and the Millerites.¹⁵

The second stimulus towards organization was their felt need to maintain ethical and doctrinal unity. While growth was remarkable, the believers were scattered in different places and there was no order among them, which made it easy for fanatics and unauthorized preachers to influence them. In 1851 officers were being appointed at the local church level, and in 1853 two steps were taken to correct the lack of a systematic protection against impostors: first, the issuance of a card recommending approved preachers (with the signature of known leaders); second, ordination for preachers and deacons.¹⁶

¹⁵See Knight, *Organizing to Beat the Devil*, 31-33.

¹⁶Ibid., 34-38; Mustard, “James White and the Development of Seventh-day Adventist Organization,” 124-126.

James White published his first statement on church order in September 1849 promoting the need of financial support for travelling preachers. In March 1850 he called for “gospel order” directly. Ellen White published her first comments on church order in December 1850. These statements from James and Ellen were in the context of checking fanaticism and controlling travelling preachers. About a decade later, in 1858, J. N. Andrews led out a study on “systematic benevolence,” and James White was the one who submitted the resulting proposal in 1859 for financing ministerial labor.¹⁷ Ellen White published her first comments on church order in December 1850. These statements from James and Ellen were in the context of checking fanaticism and controlling travelling preachers.¹⁸

The second half of the 1850s saw four issues forcing leaders to look at church organization: first, ownership of property;¹⁹ second, payment of preachers (ministers faced a very difficult time regarding finances);²⁰ third, the assignment of preachers to specific places (since some places had many preachers while others did not have any, with the result that by 1859 James White seems to have been acting as the person who assigned and paid preachers, but no official structure was set up); and fourth, the issues

¹⁷Ellen G. White Estate, “Pathways of the Pioneers—John N. Andrews,” <http://www.whiteestate.org/pathways/jandrews.asp> (accessed March 15, 2013); Knight, *Organizing to Beat the Devil*, 44, 45; Mustard, “James White and the Development of Seventh-day Adventist Organization,” 142.

¹⁸Mustard, “James White and the Development of Seventh-Day Adventist Organization,” 118-122.

¹⁹Some individuals legally owned institutions and buildings that the group had invested time and money in. A move toward organization was an obvious need, but acquiring legal status required the group to pick up a name for themselves, and in the minds of many all of this implied alliance with “Caesar.” See Schwarz, *Light Bearers to the Remnant*, 90-94.

²⁰J. N. Andrews, for instance, faced exhaustion and deprivation that forced him to retire from ministry and become a store clerk; J. N. Loughborough faced financial challenges as well. The Whites

related to membership transfer (especially hard when somebody had been disfellowshipped by a congregation but desired to attend another).²¹

“We lack system. And we should not be afraid of that system which is not opposed by the Bible, and is approved by sound sense,” James White suggested in July, 1859.²² He had felt the burden of looking at different fields of the church’s work, and his mind was able to see the need for organization. But he was aware of the opposition to structural developments that would arise, as his following statement shows:

We are aware that these suggestions, will not meet the minds of all. Bro. Overcautious will be frightened, and will be ready to warn his brethren to be careful and not venture out too far; while Bro. Confusion will cry out, “O, this looks just like Babylon! Following the fallen church!” Bro. Do-little will say, “The cause is the Lord’s, and we had better leave it in his hands, he will take care of it.” “Amen,” says Love-this-world, Slothful, Selfish and Stingy, “if God calls men to preach, let them go out and preach, he will take care of them, and those who believe their message”; while Korah, Dathan and Abiram are ready to rebel against those who feel the weight of the cause, and who watch for souls as those who must give account, and raise the cry, “Ye take too much upon you.”²³

In spite of opposition, James White submitted a proposal for financing ministerial labor, which was accepted unanimously. He also called for regular meetings in each state to guide the work of the believers in that region.²⁴ Aware as he was of some sincere brethren’s serious concerns regarding organization, James White spread the idea that the

visited them amid a lot of dangers and rescued the dropout ministers! See Knight, *Organizing to Beat the Devil*, 41, 42.

²¹Ibid., 41-44.

²²James White, “Yearly Meetings,” *Review and Herald* 14, no. 9 (1859): 68.

²³White, “Yearly Meetings,” 68.

²⁴Knight, *Organizing to Beat the Devil*, 44, 45.

church cannot be run just with brakes,²⁵ and he also explained that organization is not necessarily confusion or Babylon, as some of his brethren called it.²⁶

James White's ideas on local church order do not seem to have faced much antagonism. But his ideas on general supervision aroused opposition.²⁷ Already in 1859, he is found arguing for structure beyond the local church, on the basis of Acts 15.²⁸

From 1848 to 1859 several issues among the Sabbatarian Adventists prompted the Whites to urge for "gospel order," although they faced opposition because many feared that organization was a move toward Babylon. From 1860 to 1863 several steps were taken towards organization.²⁹ James White raised the question of legally owning church property and choosing a name in 1860.³⁰ R. F. Cottrell published a vigorous reaction

²⁵He wrote: "Bro. Overcautious reminds us of the brakeman who supposed that all that was necessary to run a train of cars was to use the brake well. We would also suggest that he, and others of the same views and feelings, try to run a train by the use of brakes. Their success in standing still would, we think, teach them the necessity of having an engine, wood, fire, water, steam, as well as brakes." White, "Yearly Meetings," 68.

²⁶His statement in this regard read: "Bro. Confusion makes a most egregious blunder in calling system, which is in harmony with the Bible and good sense, Babylon. As Babylon signifies confusion, our erring brother has the very word stamped upon his own forehead. And we venture to say there is not another people under heaven more worthy of the brand of Babylon than those professing the Advent faith who reject Bible order." White, "Yearly Meetings," 68.

²⁷Although J. B. Frisbie and R. F. Cottrell published on church order during this period (but only about order in the local church), James White's concept was much wider (yearly conferences, discipline, wider unity of belief). See Mustard, "James White and the Development of Seventh-day Adventist Organization," 135-138.

²⁸James White refers to a conference held in Jerusalem to decide on an issue with the gentile converts, and insisted on the necessity of administrative decisions. "We presume that Bro. Confusion and Bro. Do-little would have said, 'Leave these Judaizing teachers with the Lord. He will take care of them. You must not abridge their religious rights.' And the church would have been rent asunder if it had been left to the care of these unfaithful men." White, "Yearly Meetings," 68.

²⁹See Knight, *Organizing to Beat the Devil*, 48-51.

³⁰In a Feb. 23 article in the *Review*, White explained that he did not want to be responsible for borrowed money used for the Publishing Office he led; he also explained some dangers of not having the property insured, and called the readers to respond to his suggestion that the church might be legally

against White's idea (March 22),³¹ and White responded with another article where he emphasized his point boldly (March 29, in the next issue of the *Review*).³² Cottrell's replying article was a conciliatory letter.³³

James White called a conference between September 29 and October 2, 1860, where delegates from various states discussed the issue of legal incorporation. In that conference they adopted a constitution to legally incorporate the publishing association, individual churches agreed to organize in order to hold legal ownership of their properties, and a name was chosen for the group of believers. James White had been standing strong for "the Church of God," but the name did not pass because many others used it; David Hewit proposed "Seventh-day Adventists." Although that name seems to have first been used by opponents with a derogatory connotation, the name was accepted after a lot of discussion and opposition, especially from Cottrell.³⁴ It only took a few

incorporated so these issues could be resolved. James White, "Borrowed Money," *Review and Herald* 15, no. 14 (1860): 108.

³¹In Cottrell's own words, "Bro. White has asked the brethren to speak in relation to his proposition to secure the property of the church. I do not know precisely what measure he intends in his suggestion, but understand it is to get incorporated as a religious body according to law. For myself I think it would be wrong to 'make us a name,' since that lies at the foundation of Babylon. I do not think that God would approve of it. The work in which we are engaged is the Lord's and he needs not the aid of insurance companies to take care of his property." R. F. Cottrell, "Making Us a Name," *Review and Herald* 15, no. 18 (1860): 140.

³²White said he hoped the remarks of Cottrell "will not excite prejudice in any minds," presented five clear explanatory points, provided a few examples of his argument being valid, and added that "we are very sorry that Bro. R. F. C. should speak as he has. There is a class of minds which tend to fanaticism which may become so prejudiced by his remarks as to unfit them for a candid investigation of the subject. But we shall hope for the best. James White, "Making Us a Name" *Review and Herald* 15, no. 19 (1860): 152.

³³Knight, *Organizing to Beat the Devil*, 48-51.

³⁴See Knight, *Organizing to Beat the Devil*, 51, 52; Mustard, "James White and the Development of Seventh-day Adventist Organization," 143-148.

more days for the first Seventh-day Adventist baptism to take place on October 22, 1860, when seven persons were officially received into the church.³⁵

In a conference in Battle Creek on April 26-29, 1861, when the final steps for legalization of the publishing house were taken, J. N. Loughborough pleaded for a more complete organization, and the delegates voted that a committee of nine ministers develop a paper on church organization to be published in the *Review*.³⁶ Reactions to the paper were forceful, both from supporters of the idea of organization and from those who were against it. Eventually, there was enough support for a meeting to be called from October 4-6, 1861, and after a lot of discussion the churches of Michigan joined together to form the first state conference (although not without struggle).³⁷

Within a year of the organization of the Michigan Conference, 7 other state conferences were organized: Southern Iowa (March 16), Northern Iowa (May 10), Vermont (June 15), Illinois (September 28), Wisconsin (September 28), Minnesota (October 4) and New York (October 25).³⁸ But not all were in favor of such moves. In autumn of 1862, the Whites found more problems in their Eastern tour, which gave James

³⁵Bert Haloviak, "The Adventist Mission: A 50-Year Perspective," 2010 GC Session Statistical Report from the Office of Archives and Statistics, http://docs.adventistarchives.org/docs/Stats/GC2010_ASTReport.pdf#view=fit (accessed January 9, 2013).

³⁶The document was published in June 11 and proposed three things: first, since the general conferences (meetings) were disproportionate in representation, that should be corrected; second, states or district conferences should be formed; Third, a more complete organization of local church was required, including an up-to-date list of members, a system for letters of member transfer, and a consistent record of business transactions and disciplinary actions. J. H. Waggoner and others, "Conference Address," *Review and Herald* 18, no. 3 (1861): 21-22.

³⁷Mustard, "James White and the Development of Seventh-day Adventist Organization," 150-153; Schwarz, *Light Bearers to the Remnant*, 94-96.

³⁸Knight, *Organizing to Beat the Devil*, 56, 57.

White another argument for a General Conference.³⁹ The official invitation to Seventh-day Adventists to meet for the organization of the general body of the Adventist Church was published in the *Advent Review*.⁴⁰

On May 20 at 6 p.m., the meeting started.⁴¹ The General Conference of Seventh-day Adventists was organized in Battle Creek from May 20 to 23, 1863.⁴² James White was elected president, but he declined and John Byington was chosen instead.⁴³ The form adopted in the 1860s was simple. It had three levels: local churches, state conferences comprising the local churches in a designated area, and a General Conference comprising all state conferences.⁴⁴

There was general optimism and confidence regarding the recently organized structure. James White's statements on the subject were very optimistic, perhaps too

³⁹Mustard," James White and the Development of Seventh-day Adventist Organization," 150-153; Schwarz, *Light Bearers to the Remnant*, 94-96.

⁴⁰James White, J. N. Loughborough, and John Byington, "General Conference," *Review and Herald* 21, no. 23 (1863).

⁴¹The minutes of the session read: "The General Conference of Seventh-day Adventists convened according to appointment at Battle Creek, Michigan, May 20, at 6 o'clock p.m. The meeting was temporarily organized by choosing J. M. Aldrich, chairman, and U. Smith, secretary. The Conference was then opened by singing the hymn on page 233, and prayer by Brother Snook." General Conference of Seventh-day Adventists, *Transcription of Minutes of GC Sessions from 1863 to 1888* (Silver Spring, MD: General Conference Archives), 2.

⁴²In October 1862, the Michigan Conference had invited other conferences to meet with them in a "general conference" at their 1863 annual conference. James White insisted that the session be moved up from October to May, and announced it as "the most important meeting ever held by the Seventh-day Adventists." See Knight, *Organizing to Beat the Devil*, 59-61.

⁴³According to the official records, "Brother White was unanimously chosen president, but declined to serve. After a considerable time spent in discussion, the brethren urging reasons why he should accept the position, and he why he should not, his resignation was finally accepted, and Elder John Byington elected as president." General Conference of Seventh-day Adventists, *Transcription of Minutes of GC Sessions from 1863 to 1888*, 4.

⁴⁴See Oliver, "Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903," 45-49.

optimistic.⁴⁵ George Butler was also very supportive of the structural moves, and his extremely individualistic views sparked a lot of discussion.⁴⁶ In fact, his views were so extremely individualistic that Ellen White, who remained relatively silent for most of the process, strongly rejected his position.⁴⁷ Barry Oliver notes that when the Seventh-day Adventist Church was organized in the early 1860s, those involved in the process thought that their model was so adequate to the needs of the church that it would never need revision. “Within twenty-five years, however, there were indications that revision of their plan was indeed necessary.”⁴⁸

It has been suggested that the form of organization first adopted for the Seventh-day Adventist Church in the 1860s was simple and unique, unintentionally incorporating

⁴⁵James White consistently expressed his confidence in the structure. On June 2, 1862, he argued that “organization has saved the cause”; adding that “our success as a people depends upon the concentration of our forces under a proper system.” James White, “The Association,” *Review and Herald* 22, no. 1 (1863): 4. On October 24, 1871, James White said, “Our people are well organized. Our Church Organization, State Conferences, General Conference, Systematic Benevolence, and Publishing organizations can hardly be improved. To say the least, the machinery works well.” White, “Our Machinery,” 148.

⁴⁶It seems that Butler believed it was not possible for a church to be theologically unified under a non-centralized form of government. Furthermore, Butler argued for individual leadership. In his address to the General Conference session on November 16, 1873, he pointed to the importance of individual leaders in every great movement in history. The document was fully endorsed by the session. Although Butler was not talking about himself but mainly pointing to the Whites (particularly James) as the ones to whom respect and submission were due as founders of the movement, Butler had a very individualistic leadership himself. Both James and Ellen White rejected these ideas and refused to be seen as the main leaders, and argued that organization was not designed “as a scourge to compel obedience.” In August 1875, a proposal was submitted for the GC session to rescind its endorsement to Butler’s position on leadership. Mustard, “James White and the Development of Seventh-day Adventist Organization,” 175-178.

⁴⁷Butler’s claims on individual leadership left James and Ellen White very uncomfortable. James published an objection to Butler’s position in the *Signs of the Times* in the summer of 1874, and Ellen wrote an 18-page letter to Butler suggesting that Butler had developed his ideas for his own benefit, and that such ideas were correct if he would give to the General Conference the authority he had placed upon one person, himself. Knight, *Organizing to Beat the Devil*, 68-71.

⁴⁸Oliver, “Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903,” 67.

elements from Presbyterian, congregational, and episcopal forms of church governance.⁴⁹ But numerical, geographical, organizational, and institutional growth forced church leaders to realize restructuring their model was mandatory. From 1863 to the turn of the century, an unprecedented expansion took place in the church, and the 1863 design was unable to meet the needs of such growth. Leaders reacted in two ways: first, centralization at the General Conference level; and second, the association system (seven auxiliary organizations were organized to handle various sectors of the church's program).⁵⁰ Bruce Bauer rightly points out that semi-autonomous structures were organized within the denomination very early in Adventist history, and Barry Oliver provides a helpful summary of the dates in which many of them were established.⁵¹

Other structural adjustments took place: A. T. Robinson's experiment in South Africa in 1891 paved the way for the creation of departments within the church, instead of auxiliary organizations. Robinson proposed that because of the lack of personnel, the

⁴⁹Oliver explains that, in the design adopted in the 1860s, the president was given administrative powers akin to those of a bishop, and was elected by the constituency as were bishops in the Methodist episcopacy; the breadth of authority of the constituency reflected congregational governance; and the committee system and the concept of representation are very similar to Presbyterian governance. *Ibid.*, 70.

⁵⁰The "association" program was in one sense decentralized, but with a tendency toward centralization in most associations (Kellogg in the medical field, W.W. Prescott in the educational system, etc.). Ellen White opposed that centralizing approach during the 1880s and 1890s. See Knight, *Organizing to Beat the Devil*, 76-78.

⁵¹The Foreign Mission Board, established in 1889, was probably the most significant semi-autonomous structure in the early years of Adventism, but there were also others. Bruce Bauer points to several examples of such structures in early Adventism: the American Health and Temperance Association, the Health Reform Institute, the International Sabbath School Association, the International Tract and Missionary Society, the National Religious Liberty Association and the Seventh-day Adventist Publishing Association. See Bauer, "Congregational and Mission Structures and How the Seventh-day Adventist Church Has Related to Them," 104, 105. According to Barry Oliver, the major auxiliary organizations in existence by 1901 were the General Tract and Missionary Society, established in 1874; the General Sabbath School Association, 1878; the Health and Temperance Association, 1879; the Foreign Mission Board, 1879; and the Seventh-day Adventist Medical Missionary and Benevolent Association, 1893. Barry D. Oliver, "The Development of Organizational and Leadership Paradigms in the Seventh-day Adventist Church," *Journal of Adventist Mission Studies* 3, no. 1 (2007): 9.

South African Conference would have executive control of the interests of the church promoted by the auxiliary organizations in North America. This plan was undertaken without official approval of the GC, but in good intentions.⁵² Robinson also applied this plan to his new assignment in Australia, and although A. G. Daniells and W. C. White (then the main leaders of the church in Australia) initially saw the plan to be very dangerous, they eventually became instrumental for the implementation of the plan in Australia, and Daniells would apply it to the GC in 1901.⁵³

Growth, administrative problems, and the organizational innovations of Olsen's administration paved the way for the organizational developments that would soon come to the church's structure.⁵⁴ Another significant change was the introduction of the union conference concept. The first initiative in this area came from Europe, with the creation of the European Council of Adventist Missions overseeing the work in all missions in the area under the direction of the GC. This effort died "without ceremony or burial," though.⁵⁵ When W.C. White was designated interim General Conference president in

⁵²He sent the proposal to O.A. Olsen, GC president, who initially was not opposed to the plan, although a bit troubled that things should be done well. Olsen wrote to Robinson informing him that some leaders at the Foreign Mission Board would evaluate the plan and send him suggestions. When those suggestions (actually criticism and rejection) reached Robinson, it was too late for him to stop. The plan had already started and was running smoothly. Oliver, "Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903," 73-81.

⁵³Knight, *Organizing to Beat the Devil*, 79, 80.

⁵⁴See Oliver, "Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903," 129-131. Before the adoption of the union conference concept, every decision beyond the scope of the local conference had to go to the headquarters in Battle Creek. Mail exchange would take at least four weeks each direction, often found GC officers out, and sometimes the response came to the field after three or four months (in occasions only saying that the GC officers did not understand the issue and needed clarification), so sometimes the issue was not settled until six or nine months later.

⁵⁵Knight, *Organizing to Beat the Devil*, 80, 81; Oliver, "Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903," 104.

1888 he proposed the organization of four large districts that would later be reorganized into six. In 1893 Australasia became number seven and Europe number eight.⁵⁶ The organization of an Australasian union worked so well that it impacted the ways the church organized itself afterwards, although not everybody was happy with the seemingly harmful independency of the newly formed union. Both Robinson's experiment in South Africa and the union organization in Australia would become important models for the 1901 reorganization.⁵⁷

Alonso T. Jones, Elliot J. Waggoner, and W. W. Prescott proposed a model where no human authority was valid, because Christ is the head of the church.⁵⁸ In the 1897 GC

⁵⁶In 1888, while he was out talking to his mother, W.C. White was voted in as interim president of the General Conference. In November of that year, the Executive Committee accepted his proposal to divide North America into four districts—South, East, West and Midwest—and assign a special member of the GC Executive Committee to each section. Each man would act freely in his field instead of referring all questions to one person, and all of these men would meet frequently for coordination and feedback. In 1889 the number of districts increased to six. Knight emphasizes that the “districts” should not be confused with what soon came to be known as union conferences, because districts were divisions of the GC and had no constituency they were responsible to, while union conferences would have officers and an executive committee elected by a regional constituency. Knight, *Organizing to Beat the Devil*, 81-83; Oliver, “Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903,” 67-73.

⁵⁷Oliver, “Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903,” 100-10. The Australasian Union Conference consisted of local conferences and missions and was an intermediary between them and the GC. In order to unite the new Union Conference to the GC, W.C. White (president of the newly formed Union Conference) was also appointed superintendent of Australasia, district seven. Though some feared that this approach would tear the church apart in the South Sea, it actually facilitated mission in the South Pacific, and the Australasian Union Conference remained loyal. Knight, *Organizing to Beat the Devil*, 85, 86.

⁵⁸In the 1899 GC Session, Jones quoted Ellen White's statement about the GC as the voice of God (out of context) and led the delegates in a prayer session, suggesting that White's statement was calling for such repentance “as has never been shown yet.” Waggoner spoke of perfect unity as absolute independence and the Holy Ghost as the only valid organizer. Prescott argued that all politics and parliamentary procedures came from the devil and sought his control of the church. The ideal, he claimed, was that there were no officers, because all are brethren. For these three men, if the Holy Spirit was speaking to all members there was no need for any human guidance or organization. L.D. Santee disagreed with them and read Ellen White statements on the principles of organization where she even warned against disorganization. Jones responded that this was not disorganization but true gospel order, and he pushed again for repentance (eradication of human administrators). G.A. Irwin, GC president, recognized the dangers of the three men's ideas, but he did not have the ability to stop their influence. Knight, *Organizing to Beat the Devil*, 92-95.

session, union conferences were organized in Europe and North America, with biennial sessions. The General Conference was divided into three grand “divisions,” each one to be named “General Conference.”⁵⁹ Shortly afterwards, Jones prevailed and was able to drop the title of president altogether, so for a few months, there was nobody at the GC with the title of “president”!⁶⁰

The First Big Restructuring of the Adventist Organization

The day before the 1901 GC session, Ellen White met with leaders and urged reorganization of the church. Under Daniells’s leadership, several changes were proposed: (1) Unions and union missions were to be organized immediately in all parts of the world; (2) auxiliary organizations were discontinued and became departments, except the medical work; (3) the GC was not to be led by any individual but by an enlarged committee; (4) transfer of ownership and management of institutions from the GC to unions was proposed; (5) some financial fund-sharing provisions were made for mission; (6) the Foreign Mission Board was placed under the direction of the GC executive committee.⁶¹

⁵⁹Oliver, “Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903,” 132-141.

⁶⁰Besides using Ellen White’s statement of “no man” as president, Jones used the concept of kingship to fight against the figure of a president. Jones argued that Israel had rejected God as leader when they asked for a king, and by choosing a president, the SDA church was following Israel’s path to apostasy and downfall. Knight, *Organizing to Beat the Devil*, 90.

⁶¹Although Ellen White was very straightforward in her urgent calls for reorganization, she talked about principles and left the details to be discussed by others. G.A. Irwin recognized White’s call but it was Daniells who took charge and suggested that plans and procedures be suspended, and that they appoint a general committee to develop recommendations related to reorganization and other topics. His motion carried. See Knight, *Organizing to Beat the Devil*, 105-109; Oliver, “Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903,” 162-176.

About a year later, A. G. Daniells and J. H. Kellogg had serious conflicts, including the issue of departmentalizing the medical work.⁶² In the 1903 GC session, the medical missionary work was integrated into the departmental structure of the GC, and the title “president” was officially reinstated.⁶³ A complicated process led to a significant change to the 1903 structure: the creation of division conferences in 1913.⁶⁴ In 1918 the GC discontinued divisional conferences, but not the concept of divisional organization.⁶⁵ It was voted that they would no longer be independent fields with their own constituencies, but extensions of the GC in their assigned territory.⁶⁶

⁶²On February 18, 1902, the grand Battle Creek Sanitarium burned, and Kellogg planned to build an even grander one, while the GC leaders (and Ellen White) wanted a modest rebuilding program. Daniells and Kellogg had another serious conflict because both men wanted to build a sanitarium in Britain, but Daniells insisted that there would be no deficit spending. Since Kellogg wanted a big construction to be made, and Daniells would not step back, Kellogg decided that Daniells should be replaced as GC chairman by Jones (although the attempt failed). Another big issue was Kellogg’s *Living Temple*, a book written for Adventists to sell and raise money to rebuild the sanitarium, but the manuscript received strong criticism because of its pantheistic ideas. Kellogg finally broke with the church, and his membership was formally terminated on November 10, 1907. See Knight, *Organizing to Beat the Devil*, 111, 112; Schwarz, *Light Bearers to the Remnant*, 286-97.

⁶³Knight, *Organizing to Beat the Devil*, 115.

⁶⁴Initially, an arrangement was made for “divisional organization” (despite concerns of division), grouping union conferences and missions into a division of the GC. The impetus for this change originated in Europe. On July 23, 1901, European Adventists formed the European General Conference (the denomination had two GCs, each with its own president, constitution and constituency). Daniells and Prescott were too busy with Kellogg and Jones up to 1906, but in the 1907 GC Executive Committee held in Gland, Switzerland, the European General Conference was discontinued, and L.R. Conradi, former president of the European GC, was elected “vice president” of the GC to oversee Europe. On April 28, 1919, the European leadership voted unanimously to ask the Annual Council to consider dividing the world church into self-supporting divisions with constitutional rights. The 1913 GC Session saw the creation of the European Division Conference, as well as divisions in the North American, South American, and Asiatic fields. Knight, *Organizing to Beat the Devil*, 136-138.

⁶⁵Schwarz, *Light Bearers to the Remnant*, 373-6.

⁶⁶The GC constituency would appoint the leadership in each division; the division’s president would be a vice president of the GC, and the division’s treasurer would be a vice treasurer of the GC. A different plan was set up for North America: no division, but a vice president was chosen. North America remained without a genuine division until the 1980s. Knight, *Organizing to Beat the Devil*, 138-140.

1930-1980, the Period without Major Organizational Developments

The Context of the Years 1930-1979

The period addressed in this section saw events such as the Great Depression spanning between the stock market crash of October 1929 and the Japanese attack on Pearl Harbor in December 1941,⁶⁷ the bloody international conflict known as World War II which extended from 1939 to 1945,⁶⁸ many of Mahatma Gandhi's nonviolent resistance actions (especially the Salt March in 1930),⁶⁹ the Cold War from 1945 to 1991,⁷⁰ the Cold War-inspired race to the moon between the Soviet Union and the United States from the late 1950s to the late 1970s,⁷¹ many economic recessions,⁷² and a religious resurgence in the United States and many other parts of the world.⁷³ These, along with many other events, impacted the world during that time.⁷⁴

⁶⁷See Hamilton Cravens and Peter C. Mancall, *Great Depression: People and Perspectives* (Santa Barbara, CA: ABC-CLIO, 2009), xii-xxi.

⁶⁸Many books and encyclopedias offer different perspectives on this bloody conflict which developed in part as a reemergence of unresolved conflicts from World War I. See William L. Hosch, *World War II: People, Politics, and Power* (New York: Britannica Educational Publishing, 2010).

⁶⁹See Michael J. Nojeim, *Gandhi and King: The Power of Nonviolent Resistance* (Westport, CT: Praeger Publishers, 2004), 57-164.

⁷⁰See Sean Sheehan, *The Cold War: Questioning History* (North Mankato, MN: Smart Apple Media, 2004); Odd Arne Westad, ed., *Reviewing the Cold War: Approaches, Interpretations, Theory* (New York: Frank Cass Publishers, 2000).

⁷¹See Martin Collins and Smithsonian Institution, *Space Race: The U.S.-U.S.S.R. Competition to Reach the Moon* (Rohnert Park, CA: Pomegranate Communications, 1999).

⁷²Joseph H. Ellis, *Ahead of the Curve: A Commonsense Guide to Forecasting Business and Stockmarket Cycles* (Boston, MA: Harvard Business School Press, 2005), 35.

⁷³See Andrew Preston, "Introduction: The Religious Cold War," in *Religion and the Cold War: A Global Perspective*, ed. Philip E. Muehlenbeck (Nasville, TN: Vanderbilt University Press, 2012).

⁷⁴Although this paragraph highlights selected significant events that occurred during the years 1930-1980, it is important to note that this is by no means a comprehensive list.

As illustrated here, the years 1930-1979 were anything but quiet years in world history. Although it is not within the scope of this dissertation to provide a complete study of those years, the succinct description above provides a background for the study of the Seventh-day Adventist Church during that time, as the next section will outline.

Mission and Structure in the Seventh-day Adventist Church from 1930 to 1979

By 1930 the Seventh-day Adventist Church had already experienced tremendous growth. During the previous fourteen years 172,765 persons had joined the church, for a total membership of 314,253 in 1930 or an increase of 122 percent from 1916 to 1930. In just ten years, the church had grown from 46 Unions, 148 Conferences, 153 mission fields, and 183 institutions in 1920 to 71 Unions, 160 Conferences, 270 mission fields, and 399 institutions in 1930. In 1925 the denomination was conducting work in 252 languages and dialects, and 417 in 1930, or the addition of one new language or dialect on an average of every eleven days in those five years.⁷⁵

By 1940, membership was at 314,253 and there were 521 institutions besides union conferences, local conferences, and regularly organized missions.⁷⁶ By 1950, the church had 756,712 members and the number of institutions was 521.⁷⁷ By 1960, there

⁷⁵See Office of Archives and Statistics, *68th Statistical Report of Seventh-day Adventist Conferences, Missions, and Institutions* (Washington, DC: General Conference of Seventh-day Adventists, 1930).

⁷⁶See Office of Archives and Statistics, *78th Statistical Report of Seventh-day Adventist Conferences, Missions, and Institutions* (Washington, DC: General Conference of Seventh-day Adventists, 1940).

⁷⁷The number of institutions changed in those 10 years (521 for 1940, 535 for 1941, 546 for 1942, and so on, but at the end of 1950 the total number went back to 521). See Office of Archives and Statistics, *88th Annual Statistical Report* (Washington, DC: General Conference of Seventh-day Adventists, 1950).

were 1,245,125 members and 687 institutions.⁷⁸ Membership had increased to 2,051,864 and institutions to 910 in 1970, and by 1980, there were 3,490,518 members and 1,489 institutions.⁷⁹

Although the period from 1930 to 1979 saw significant events in the world and significant growth within the church, it did not include any significant organizational restructuring.⁸⁰ Several calls for restructuring surfaced, but with little or no visible results. It has also been argued that during that time mission “began to take a back seat” in the Seventh-day Adventist Church.⁸¹

Adventist Structure and Mission After 1980

Structure

The previous pages have provided a valuable background for what constitutes the most significant concern of the present study: Adventist mission from 1980 to 2010. The rest of this chapter will describe the denomination’s structure and mission during that timeframe, while chapter 5 will further analyze those realities. Although the basic thrust of organizational structure has not really changed very much in the Seventh-day

⁷⁸See Office of Archives and Statistics, *98th Annual Statistical Report* (Washington, DC: General Conference of Seventh-day Adventists, 1960).

⁷⁹See Office of Archives and Statistics, *118th Annual Statistical Report* (Washington, DC: General Conference of Seventh-day Adventists, 1980).

⁸⁰Some minor changes should be noted, however. First, tenure in top leadership positions was limited to 12 consecutive years, and in the North American Union Conferences tenure was reduced from 12 to 9 in 1931. Second, political-military conditions in Europe led to a reorganization of the Central European Division in 1937. Third, leaders’ reluctance to integrate African-Americans led to the creation of Regional Conferences in 1945. Fourth, a major reorganization happened in Africa in 1979. See Haloviak, “Brief Organizational History of Seventh-day Adventists.”

⁸¹Bauer, “Decentralization to Facilitate Mission,” 162.

Adventist Church during the timeframe that concerns this section, there has been a tremendous numerical and institutional growth.

The Congregational Structure

The Seventh-day Adventist Church's organizational structure is built on the following elements as its primary building blocks: the local church, the local conference/mission, the union conference/mission, and the General Conference.⁸² These four levels of church structure that lead from the individual believer to the worldwide church organization⁸³ will be described in the next few paragraphs.

A local church is a group of Seventh-day Adventist members, in a defined location, that has been granted official status as a Seventh-day Adventist church during a constituency meeting of a conference/mission or union of churches.⁸⁴ Churches are organized by an ordained pastor on the recommendation of the conference's executive committee. There is also provision in church polity for smaller groups of believers to be organized and officially recognized as a part of the worldwide denomination as a company.⁸⁵

⁸²General Conference of Seventh-day Adventists, *Working Policy*, 51.

⁸³See General Conference of Seventh-day Adventists, "World Church Structure and Governance."

⁸⁴General Conference of Seventh-day Adventists, *Working Policy*, 55.

⁸⁵A company is formed by a number of isolated believers who reside near one another or belong to a small group, house church, or church-planting core group, and organize themselves with the objective of growing into an organized church or multiplying house churches in that geographical area. A company, then, is a congregation that has not yet been granted official status as a church, but has been accepted as a part of the organizational structure of the worldwide denomination. General Conference of Seventh-day Adventists, *Seventh-day Adventist Church Manual*, 18th ed. (Hagerstown, MD: Review and Herald, 2010), 38, 39.

A local conference is a group of local churches within a defined geographic area that has been officially granted such status in a meeting of the corresponding Division's executive committee and subsequently accepted, at a union constituency meeting, into the sisterhood of conferences. An alternative for smaller, less self-sufficient groups of churches is for them to be accepted as local missions.⁸⁶

A union conference is a group of local conferences, missions, or fields that has been granted official status as such either by action of the General Conference in session or by the General Conference Executive Committee between sessions.⁸⁷ An alternative for a group of conferences, which is not as stable as a union conference, is for them to be granted status of union mission.⁸⁸

The General Conference of Seventh-day Adventists, usually termed simply as the General Conference, is the largest organizational unit of the Seventh-day Adventist Church; it includes all church organizational structures in all parts of the world. To facilitate its worldwide activity, the General Conference has established regional offices, known as divisions of the General Conference.⁸⁹ As of 2010, the General Conference had

⁸⁶The "conference" status represents the highest level of self-governance in Adventist polity. When a group of churches has not yet received local conference status it may be accepted as a local mission, which entitles the organization to identify itself as an official part of the Seventh-day Adventist Church, with the possibility of receiving direct support (financial and/or administrative) from the corresponding union. General Conference of Seventh-day Adventists, *Working Policy*, 54.

⁸⁷See General Conference of Seventh-day Adventists, *Seventh-day Adventist Church Manual*, 29; General Conference of Seventh-day Adventists, *Working Policy*, 80-82; General Conference of Seventh-day Adventists, "World Church Structure and Governance."

⁸⁸See General Conference of Seventh-day Adventists, *Working Policy*, 54, 77-78.

⁸⁹General Conference of Seventh-day Adventists, "World Church Structure and Governance."

been organized into thirteen divisions, which are referenced below with their abbreviated names, their headquarters' location, and the area they cover.

The East-Central Africa Division (commonly abbreviated in denominational circles as ECD) is based in Nairobi, Kenya, and its territory includes Burundi, the Democratic Republic of Congo, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, Tanzania, and Uganda.⁹⁰ The Inter-European Division, formerly known as Euro-Africa Division (EUD), is headquartered in Berne, Switzerland, and its territory includes Afghanistan, Algeria, Andorra, Austria, Azores Islands, Belgium, Bulgaria, Canary Islands, Czech Republic, Federal Republic of Germany, France, Gibraltar, Iran, Italy, Libya, Liechtenstein, Luxembourg, Madeira Islands, Malta, Monaco, Morocco, Portugal, Romania, San Marino, Slovakia, Spain, Switzerland, Tunisia, Turkey, and the Vatican City State.⁹¹

The Euro-Asia Division (ESD) is based in Moscow, Russia, and covers Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.⁹² The Inter-American Division (IAD) has its headquarters in Miami, United States of America, and it has been assigned the territories of Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Belize, British Virgin Islands, Cayman Islands, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic,

⁹⁰East-Central Africa Division, "ECD – Contact," <http://www.ecd.adventist.org/index.php/contact-us> (accessed January 15, 2013); General Conference of Seventh-day Adventists, *Working Policy*, 121; General Conference of Seventh-day Adventists, *Seventh-day Adventist Church Yearbook 2012* (Hagerstown, MD: Review and Herald, 2012), 39.

⁹¹General Conference of Seventh-day Adventists, *Working Policy*, 121; *Seventh-day Adventist Church Yearbook 2012*, 71; Inter-European Division, "Territory," <http://eud.adventist.org/territory/> (accessed January 15, 2013).

El Salvador, French Guiana, Grenada, Guadeloupe, Guatemala, Guyana, Haiti, Honduras, Jamaica, Martinique, Mexico, Montserrat, Netherlands Antilles, Nicaragua, Panama, Puerto Rico, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Surinam, Trinidad and Tobago, Turks and Caicos Islands, United States Virgin Islands, and Venezuela.⁹³

The North American Division (NAD) is headquartered in Silver Spring, United States of America, and oversees church work in Bermuda, Canada, the French possession of St. Pierre and Miquelon, United States of America, Johnston Island, Midway Islands, and all other islands of the Pacific not attached to other divisions and bounded by the date line on the west, by the equator on the south, and by longitude 120 degrees on the east.⁹⁴ The Northern Asia-Pacific Division (NSD) headquartered in Goyang City, Korea, covers the Democratic People's Republic of Korea, Japan, Mongolia, the People's Republic of China including Hong Kong and Macao Special Administrative Regions, the Republic of Korea, and Taiwan.⁹⁵

The Southern Africa-Indian Ocean Division (SID), with its main office in Pretoria, South Africa, oversees Angola, Ascension, Botswana, British Indian Ocean Territories, the Comoro Islands, the Kerguelen Islands, Lesotho, Madagascar, Malawi,

⁹²Euro-Asia Division, "Area Headquarters," <http://adventist.ru/en/church-structure/unions-belonging-to-esd/> (accessed January 15, 2013); General Conference of Seventh-day Adventists, *Working Policy*, 121; *Seventh-day Adventist Church Yearbook 2012*, 93.

⁹³General Conference of Seventh-day Adventists, *Working Policy*, 121; *Seventh-day Adventist Church Yearbook 2012*, 113; Inter-American Division, "About IAD," http://www.interamerica.org/?page_id=41 (accessed January 15, 2013).

⁹⁴General Conference of Seventh-day Adventists, *Working Policy*, 121.

⁹⁵*Ibid.*; Northern Asia-Pacific Division, "NSD Headquarters," http://www.nsdadventist.org/headquarter/headquarter_1.html (accessed January 15, 2013).

Mauritius, Mozambique, Namibia, Reunion, Rodrigues, Seychelles, Sao Tome and Principe, St. Helena and Tristan Da Cunha Islands, Swaziland, the Republic of South Africa, Zambia, and Zimbabwe.⁹⁶ The South American Division (SAD), headquartered in Brasilia, Brazil, covers the territories of Argentina, Bolivia, Brazil, Chile, Ecuador, Paraguay, Peru, and Uruguay, as well as adjacent islands in the Atlantic and Pacific Oceans.⁹⁷

The South Pacific Division (SPD), with its main office in Wahrenonga, Australia, oversees Australia, New Zealand, Papua New Guinea, and the islands of the Pacific lying south of the equator between longitude 140 degrees east and longitude 120 degrees west and Kiribati north of the equator, and Cocos Island.⁹⁸ The Southern Asia Division (SUD), headquartered in Tamil Nadu, India, has been assigned the territories of Bhutan, India, Maldives, and Nepal.⁹⁹

The main office of the Southern Asia-Pacific Division (SSD) is in Cavite, Philippines, and this administrative region oversees Bangladesh, Brunei, Cambodia, East Timor, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Sri Lanka, Thailand, Vietnam, and islands of the Pacific, namely United States territories of Guam and Wake Island, the Commonwealth of the Northern Mariana Islands, the Federated

⁹⁶General Conference of Seventh-day Adventists, *Working Policy*, 122; *Seventh-day Adventist Church Yearbook 2012*, 349.

⁹⁷General Conference of Seventh-day Adventists, *Working Policy*, 122; *Seventh-day Adventist Church Yearbook 2012*, 267.

⁹⁸General Conference of Seventh-day Adventists, *Working Policy*, 122; *Seventh-day Adventist Church Yearbook 2012*, 323; South Pacific Division, "Contact the Seventh-day Adventist Church in the South Pacific," <http://www.adventist.org.au/contact-us> (accessed January 15, 2013).

⁹⁹General Conference of Seventh-day Adventists, *Working Policy*, 122; *Seventh-day Adventist Church Yearbook 2012*, 375.

States of Micronesia, the Republic of the Marshall Islands, and the Republic of Belau.¹⁰⁰

The Trans-European Division (TED) is headquartered in St. Albans, England, and covers Albania, Bahrain, Bosnia and Herzegovina, Croatia, Cyprus, Denmark, Egypt, Eire, Estonia, Faroe Islands, Finland, Greece, Greenland, Hungary, Iceland, Iraq, Israel, Jordan, Kuwait, Latvia, Lebanon, Lithuania, Macedonia, Montenegro, the Netherlands, Norway, Oman, Pakistan, Poland, Qatar, Saudi Arabia, Serbia, Slovenia, Sudan, Sweden, Syria, United Arab Emirates, The United Kingdom, and Yemen.¹⁰¹ Finally, the West-Central Africa Division (WAD) with its main office in Abidjan, Cote d'Ivoire, oversees church work in Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Chad, Congo, Cote d'Ivoire, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, and Togo.¹⁰² Through these thirteen regional offices, the General Conference coordinates the denomination's presence throughout the world.

Along with world membership growth in the Seventh-day Adventist Church, the denomination's organizational structure has also shown growth since 1980. By the end of that year, membership was at 3,480,518 and there were 1,451 institutions besides union conferences, local conferences, and regularly organized missions. By 1990, the church had 6,694,880 members and the number of institutions was 1,632. By 2000, there were 11,687,239 members and 2,072 institutions. Membership had increased to 14,399,072

¹⁰⁰General Conference of Seventh-day Adventists, *Working Policy*, 122; *Seventh-day Adventist Church Yearbook 2012*, 399.

¹⁰¹General Conference of Seventh-day Adventists, *Working Policy*, 122; *Seventh-day Adventist Church Yearbook 2012*, 445.

¹⁰²General Conference of Seventh-day Adventists, *Working Policy*, 122; *Seventh-day Adventist Church Yearbook 2012*, 465.

and institutions to 2,485 in 2005, and by 2010, there were 16,923,239 members and 2,648 institutions. The number of institutions for 2010 includes 20 food industries, 173 hospitals and sanitariums, 168 nursing homes/retirement and orphanages/children's homes, 216 clinics and dispensaries, 14 media centers, and 63 publishing houses and branches.¹⁰³ After this section's brief description of the Seventh-day Adventist organizational structure on a global perspective, the denomination's mission structures will be examined next.

Mission Structures

Woodrow Whidden contends that the Seventh-day Adventist Church, "from its highest levels down to its local churches," has developed a lengthy and successful history of engaging mission structures "in mutually affirming ways that have produced surprisingly little schism." The following paragraphs survey such structures in contemporary Adventism.¹⁰⁴

On March 25th, 2003, Wendi Rogers reported on the Adventist News Network that "thousands have been introduced to the Seventh-day Adventist Church in the Ukraine during a nearly month-long health expo and evangelism series currently being held simultaneously in more than 50 locations."¹⁰⁵ Those meetings, part of an

¹⁰³General Conference of Seventh-day Adventists Office of Archives and Statistics, "World Church Statistics," <http://www.adventiststatistics.org/> (accessed January 14, 2013); Office of Archives and Statistics, *118th Annual Statistical Report*; Office of Archives and Statistics, *146th Annual Statistical Report*; Office of Archives Statistics and Research.

¹⁰⁴Woodrow W. Whidden, "The Adventist Church and Independent Ministries," *Ministry* 73, no. 8 (2000): 18, 19.

¹⁰⁵Wendi Rogers, "Ukraine: Health Expo, Evangelism Bring Thousands to Church," <http://news.adventist.org/2003/03/ukraie-health-expo-evagelism-brig-thousas-to-church.html> (accessed October 7, 2009).

evangelistic effort by Outpost Centers International in Ukraine in 2003, constitute just one example of the many efforts undertaken by mission organizations of the Seventh-day Adventist Church.¹⁰⁶

Examples of semi-autonomous mission structures in the Seventh-day Adventist Church include: Our Home Lifestyle Center & Medical-Missionary School,¹⁰⁷ Fundación Nuevo Amanecer,¹⁰⁸ Coronary Health Improvement Project,¹⁰⁹ Congo Frontline Missions,¹¹⁰ Adventist Frontier Missions,¹¹¹ Adventist Southeast Asia Projects,¹¹² Lao

¹⁰⁶Roxana Ramont, "Sowing Seeds with Gladness," *OCI Reports* 5, no. 1 (2003): 6-7.

¹⁰⁷This organization's mission is to train missionaries to spread the gospel through health ministry. See Outpost Centers International, "Our Home Lifestyle Center & School," <http://www.outpostcenters.org/ministry/our-home-lifestyle-center-school/> (accessed January 4, 2013); Rebecca Scoggins, "New Ukrainian Center to Offer 'Practical Approach to Health,'" <http://news.adventist.org/2002/01/new-ukraiiian-center-to-offer-practical-approach-to-health.html> (accessed October 6, 2009).

¹⁰⁸Fundación Nuevo Amanecer, with its innovative bakery and an excellent relationship with church leadership in its area, has been a significant training center for Adventist missionaries in Latin America since 1985, providing a significant majority of the workers for the self-supporting institutions and for church Bible work. See Outpost Centers International, "Fundacion Nuevo Amanecer," <http://www.outpostcenters.org/ministry/fundacion-nuevo-amanecer/> (accessed January 3, 2013); Outpost Centers International, "Fundacion Nuevo Amanecer – Spotlight," video, http://www.outpostcenters.org/gen_ajax.php?target=com_media&q=player&id=media%2Fministry_files%2Fnuevo_amanecer%2F6_4_Nuevo_Amanecer.join (accessed October 7, 2009).

¹⁰⁹Concerned about the 1.5 million heart attacks registered in the United States every year, Dr. Hans Diehl has traveled to four continents and has presented seminars on the Coronary Health Improvement Project. Hans Diehl, "About CHIP: About the Founder—Dr. Hans A. Diehl," http://www.chipusa.org/about_hans_print.html (accessed October 27, 2009); Hans Diehl, "Heart Disease," video presentation, http://www.chipusa.org/about_hans.html (accessed October 27, 2009); Mark A. Kellner, "Building Bridges—Is Health Ministry Part of the Gospel?" <http://www.adventistreview.org/issue.php?issue=2009-1518&page=34> (accessed October 27, 2009).

¹¹⁰Under the leadership of the Mosier family (famous for having survived a plane crash in 2008), Congo Frontline Missions is dedicated to bringing God's message of hope to the war-torn Democratic Republic of Congo. See Congo Frontline Missions, "Our Mission—Who We Are," <http://www.congofrontlinemissions.org/> (accessed January 4, 2013); Mark A. Kellner, "Adventist Missionary Family Survives Congo Jet Crash," *Adventist Review*, <http://www.adventistreview.org/article.php?id=1823> (accessed January 4, 2013).

¹¹¹Organized in September of 1985, Adventist Frontier Missions is a Seventh-day Adventist Christian lay ministry dedicated to establishing church-planting movements among people groups with no Adventist presence. Adventist Frontier Missions, "Our History, 1985," <http://afmonline.org/about/timeline/1985.php> (accessed January 4, 2013).

Adventist Mission Projects,¹¹³ Peru Projects,¹¹⁴ Adventist Medical Aviation – Venezuela,¹¹⁵ Fanantenana Training Center,¹¹⁶ and Fondacioni Almise,¹¹⁷ among others.

Another name needs to be highlighted: Outpost Centers International. Best known as OCI, the organization stands as a major network of Adventist mission structures

¹¹²Adventist Southeast Asia Projects (ASAP) is a supporting ministry of the Seventh-day Adventist Church, with a mission focus in training national missionaries from Cambodia, Laos, Vietnam, Thailand and Myanmar (Burma). Members of ASAP's teams focus on ministering to physical and spiritual needs of people, planting churches, sustaining previously planted churches, spreading the Word of God through advanced technologies, producing and broadcasting radio programs with God's message of peace and happiness, and spreading Bibles in the Vietnamese, Cambodian, and Laotian languages. Adventist Southeast Asia Projects, "The Priceless Gift Catalog 2008" (Berrien Springs, MI: ASAP, 2008), 16, 18.

¹¹³Led by Saengthong Saengthip, LAMP shares audio recordings, videos, books, Bible lessons and health materials in a contextual way that is understandable to the Lao people. Lao Adventist Mission Projects, "About Us," <http://www.laochristian.org/aboutUs.htm> (accessed January 4, 2013).

¹¹⁴A mission structure operating in the Amazon Basin, Peru Projects serves with three basic types of projects: an air transportation program, an evangelistic/medical launch, and a special training program for native volunteer missionaries. See Peru Projects, "About Us," <http://www.peruprojects.com/info/about.html> (accessed January 4, 2013).

¹¹⁵Adventist Medical Aviation (AMA) Venezuela began operating in early 2002 and currently serves in the native community of Maurak, in Estado Bolívar, Venezuela. Sometimes risking their own lives, AMA Venezuela's pilots provide emergency medical transportation and evangelistic support to dozens of otherwise inaccessible villages. Adventist Medical Aviation—Venezuela, "About Us—AMA Venezuela," <http://medicalaviation.org/site/venezuela/about-us/> (accessed October 7, 2009); Outpost Centers International, "Adventist Medical Aviation – Venezuela," http://www.outpostcenters.org/ministries/ama_venezuela (accessed October 7, 2009); Libna Stevens and Adventist News Network, "In Venezuela, Questions Still Remain 40 Days after Missionary Plane's Disappearance," <http://news.adventist.org/2009/03/in-venezuela-questio.html> (accessed October 7, 2009).

¹¹⁶Started in 1993 as a medical clinic in Madagascar, Fanantenana opened a secondary school in 2003. The team holds health expos in all nine cities of Madagascar and other islands, and their publishing ministry prints books on health, prophecy, Bible, and education in the Malagasy language, into which very little literature has been translated. See Outpost Centers International, "Fanantenana Training Center," <http://www.outpostcenters.org/ministry/fanantenana-training-center/> (accessed January 3, 2013).

¹¹⁷Located in the city of Vlora on the Adriatic coast, the project began as a church-planting initiative in Albania and aims at providing knowledge and practical skills—both for this life and as preparation for eternal life. See Outpost Centers International, "Fondacioni Almise," <http://www.outpostcenters.org/ministry/fondacioni-almise/> (accessed January 3, 2013).

providing an umbrella for 83 ministries throughout the world and claims to be “an integral part of the early history of the Seventh-day Adventist Church.”¹¹⁸

Mission

Trends in Membership Growth and Mission Statement

The following paragraphs survey the mission statement of the Seventh-day Adventist Church from 1980 to 2010 with its changes and examine the denomination’s trends in membership growth during those years. A brief note is inserted below regarding the rationale behind including such facts here.

Membership growth is not the best indicator of the church’s mission effectiveness, but it definitely is one of the indicators because a mission-minded church by necessity experiences membership growth throughout the years.¹¹⁹ In a similar way, a carefully worded and insightful mission statement that is beautifully framed and hanging in the pastor’s office is not the best evidence of a successful church unless it is translated in the life of the church, but a denomination with no clearly defined purpose is condemned to oscillating from superficial success to shocking failure and back again in

¹¹⁸Outpost Centers International, “OCI History,” <http://www.outpostcenters.org/aboutus/history> (accessed October 3, 2009).

¹¹⁹As explained earlier in the context of organizational structure studies, although measures such as dollars raised, membership growth, people served, and overhead costs are important in the life of an organization, effectiveness is better evaluated in the light of the organization’s mission. Since the church’s mission is so specifically targeted to reaching people and discipling them for Christ, and since the church (especially when it provides small groups for fellowship and mission work) provides such an appropriate environment for discipleship, one of the most common results of effective missionary work is that many of those who are reached end up joining the church and start reaching others. Although church growth is not synonymous with mission, they are therefore closely related. See McGavran, *Understanding Church Growth*; Piper, *Let the Nations Be Glad!*; Winter, “The Highest Priority: Cross-Cultural Evangelism.”

an endless repetitive cycle.¹²⁰ The importance of the following description of membership growth in the Seventh-day Adventist Church and the developments regarding its mission statement from 1980 to 2010, therefore, should be considered in that light.

Membership growth

For 1980, the worldwide growth rate for the Seventh-day Adventist Church was 4.9 percent, and then it started to show a fairly steady increase for some ten years. Beginning in 1991, the trend started to reverse direction, declining for some eight years until 1998. In 1999 the growth rate experienced a sudden increase and reached 7 percent, only to start another fairly steady decreasing trend until 2005, when it reached 3.2 percent. The next few years, leading to 2010, have seen ups and downs, with 2010 being at 3.6 percent. From 1980 to 2010, the average growth rate was 5.1 percent.

In spite of the fact that the growth rate itself was not as great for the worldwide Seventh-day Adventist Church from 1980 to 2012 as in some earlier years, these roughly three decades could rightly be called the period of unmatched membership growth in the denomination, if only considering the number of members. While it is true that the denomination had seen many members added to its membership from its reluctant organizational beginnings and up to 1980, it is also true that the following thirty years would see the church jump from around 3.5 million members in 1980 to roughly 16.9

¹²⁰As outlined in chapter 2 of the present study, this is illustrated by Robert Fritz in the corporate world through what he calls “the inescapable laws of organizational structure.” The author explains that unless an organization clearly defines its mission and establishes a structural tension that will tend to resolve towards it, the company is condemned to oscillating patterns, while in the process it squanders money, time, reputation, and other resources. Mission needs to form the basis for all decisions in the church, just as in every other organization. Fritz, *Corporate Tides*, 5, 6, 29, 34-36, 89.

million in 2010, which means that during these three decades the church received five times more members than in the rest of its previous history.¹²¹

Development of the mission statement

Although outlining a history of the church's mission statement goes beyond the purpose of this dissertation, it is appropriate to note here that from 1980 to 2000, the *Seventh-day Adventist Yearbooks* did not publish an official mission statement. In fact, the first reference I was able to find regarding a "mission statement" being adopted by the denomination is in the minutes of an April 8, 1993, meeting of the General Conference Committee, when it was voted "to accept the Mission Statement of the Seventh-day Adventist Church." The next paragraph in the minutes reads as follows: "The mission of the Seventh-day Adventist Church is to proclaim to all peoples the everlasting gospel in the context of the three angels' messages of Revelation 14:6-12, leading them to accept Jesus as personal Savior and to unite with His church, and nurturing them in preparation for His soon return."¹²²

By 2001, the 1993-approved mission statement was published in the denomination's *Yearbook* for the first time.¹²³ This mission statement continued to be published in the *Yearbook* every year and remained unchanged until the 2010 edition. On the afternoon of October 13, 2009, the Annual Council of the General Conference Executive Committee voted to amend the mission statement to reflect the denomination's

¹²¹Office of Archives Statistics and Research, *148th Annual Statistical Report*, 4.

¹²²General Conference of Seventh-day Adventists, "Minutes of the Meetings of the General Conference Committee," (Silver Spring, MD: General Conference Secretariat, 1993), Meeting of April 8.

emphasis in discipleship. The new version appeared in the 2011 *Yearbook* and reads, “The mission of the Seventh-day Adventist Church is to make disciples of all people, communicating the everlasting gospel in the context of the three angels’ messages of Revelation 14:6-12, leading them to accept Jesus as personal Savior and unite with His remnant Church, discipling them to serve Him as Lord, and preparing them for His soon return.”¹²⁴

Important Items of Study

It has been established earlier in this study that mission is the *raison d’être* for organizations to exist, and also that structure is the way in which organizations arrange their resources to accomplish their mission. Analyzing an organization’s effectiveness in mission, therefore, is by implication an evaluation of its structure.¹²⁵ A few indicators have been selected for this research in order to evaluate the impact of structure on mission effectiveness: the number and types of missionaries sent by the denomination throughout the years, mission giving as a percentage of tithe, baptisms and membership as measures of success, and the Thirteenth Sabbath School offering. Although these items will be thoroughly analyzed in the next chapter, a few notes are appropriate here regarding world mission giving and Sabbath School mission projects.

Seventh-day Adventists have always had a specific budget item for world mission, and the contributions have been significant throughout the years. From 1863 to

¹²³General Conference of Seventh-day Adventists, *Seventh-day Adventist Church Yearbook 2001* (Hagerstown, MD: Review and Herald, 2001), 8.

¹²⁴General Conference of Seventh-day Adventists, *Seventh-day Adventist Church Yearbook 2011* (Hagerstown, MD: Review and Herald, 2011), 8.

¹²⁵See the section Structure and Mission in chap. 2.

1915, for instance, Adventists gave a total of US\$7,351,854 in offerings specifically for world mission. The net amount given grew significantly in the following years: the next quinquennium alone (1916-1920) saw more offerings for world mission (US\$9,733,132) than the previous fifty-two years. The total amount given for world mission from 1916 to 1935 was US\$60,322,491. An additional US\$827,316,508 was given for the same specific purpose from 1936 to 1980. The year 1980 alone saw US\$40,623,272 being given for the World Mission Fund. For the main period of our study, 1980 to 2010, a total of US\$1,544,164,017 was given for this purpose. In sum, Seventh-day Adventists have given an impressive total of US\$2,408,531,598 for world mission.¹²⁶

Besides all this money for the World Mission Fund, it is important to highlight what came to be known as the Thirteenth Sabbath School Offering. Since the first Sabbath School mission offering was collected in 1885 by the Upper Columbia Conference in the United States to send missionaries to Australia, this offering has become a mission-oriented tradition for the Seventh-day Adventist Church. The following year, the General Conference promoted the construction of the mission boat *Pitcairn*, the Sabbath School mission offering became a global initiative, and the thirteenth Sabbath of each quarter was selected for this new plan.¹²⁷ A review of the back covers of Sabbath School quarterlies from 1980 to 2010 on one hand, and of the Mission quarterlies for the same period on the other hand, reveals that a total of 382 big projects

¹²⁶It is to be noted that besides the US\$2,408,531,598 specifically given for world mission from 1863 to 2010, Adventists gave an additional US\$33,878,779,469 in tithe during that time. See Office of Archives Statistics and Research, *148th Annual Statistical Report*. These facts are taken from the denomination's Statistical Reports for the years 1863 to 2010.

¹²⁷Gina Wahlen, "100 Years of Mission Giving—Making a World of Difference," *Adventist World* 8, no. 11 (2012): 17.

have been promoted and have received support from the Thirteenth Sabbath School Offering. The number stands as a significant amount of projects for a worldwide denomination to support as a global family in only three decades.

Summary

The period from 1850 to 1929 was a period of major organizational changes in the Seventh-day Adventist Church. The denomination was born with revivalism, perfectionism and post-millennialism, Puritanism, congregationalism, and denominationalism as its religious background, and attracted Methodists, Baptists, and members of the Christian Connection. Many of the practices among Adventists find an explanation in the religious origin of their founding preachers. In spite of their own reluctance to form a new religious organization and their tendency to think of organization as “Babylon,” their growing awareness of the necessity of sharing their convictions and the need to maintain unity soon prompted them to agree with the organization of what came to be known as the General Conference of the Seventh-day Adventist Church in 1863. The structure adopted at that time suffered a major restructuring in 1903.

Although several calls for organizational restructuring surfaced in the Seventh-day Adventist Church during the years 1930 to 1979, the period did not see any major organizational changes. The local church, the local conference/mission, the union conference/mission, and the General Conference continued to be the denomination’s primary building blocks. Besides the official organizational structure, the Seventh-day Adventist Church has shown semiautonomous mission structures since its very beginning.

The years 1980 to 2010 have seen a tremendous numerical growth in the denomination, with membership figures shifting dramatically from 3.5 million to almost seventeen million in only three decades. Financial contributions among Adventists from 1863 to 2010 amount to roughly US\$34 billion in tithe plus US\$2.4 billion specifically donated for world mission. The present chapter has outlined in broad lines Adventist structure and mission. The next chapter will present an analysis of structure and mission effectiveness in the Seventh-day Adventist Church.

CHAPTER V

STRUCTURE AND MISSION EFFECTIVENESS IN THE
SEVENTH-DAY ADVENTIST CHURCH

In order to accomplish the aims presented in chapter 1 of this study, the other three chapters up to this point have provided anthropological and organizational insights on structure and mission, as well as a brief history of these items in Christian history in general and in the Seventh-day Adventist Church in particular. The present chapter will turn to a deeper analysis of the impact of structure on mission from 1980 to 2010 through selected indicators such as the number and types of missionaries sent by the denomination throughout the years, mission giving as a percentage of tithe, baptisms and membership as measures of success, and the Thirteenth Sabbath School offering.

Selected Indicators for Evaluating the Impact

Number and Types of Missionaries Sent

The Seventh-day Adventist Church started recording the number of active interdivision employees (the traditional name for missionaries in Adventist polity) in 1979, with 1,561 of them. That figure remained fairly stable between the years 1980 and 1984, and then a slow decline can be seen from 1985 to the present. As of December 2010, the Seventh-day Adventist Church had only 860 interdivision employees. Instead of growing throughout the years as the denomination expanded, the number of

missionaries has seen a reduction of 44.9% in the last 31 years.¹²⁸ A question needs to be asked: Has the need for missionaries declined or are there other factors leading to the reduction of missionaries in the denomination?

In spite of the tremendous advances of Christian mission in the recent 100 years or so, The U.S. Center for World Mission's Joshua Project lists 7,162 or 43.2% of the 16,594 people groups in the world as "unreached."¹²⁹ Paul Eshleman complained in 2010 that 2,252 language groups do not have one verse of Scripture,¹³⁰ and unfortunately very few people are working on that challenge. Although over two billion people in the world are Christian, that number only amounts to 33% of the world's population; there are about 1.5 billion Muslims (21% of the world's population) who believe—as strongly as Christians do, or perhaps in a stronger fashion—that their religion is the truth, and all others should convert; over one billion people in the world (16%) are classified as secular, nonreligious, agnostic, or atheist; Hinduism boasts 900 million people (14%); over 370 million people are Buddhists; and there are several other religions in the world.¹³¹ It is argued that "there are nine thousand and nine hundred distinct and separate

¹²⁸Secretariat Office, "Annual Council Agenda and Support Material" (Silver Spring, MD: General Conference of Seventh-day Adventists, 2011), 34, 35.

¹²⁹Joshua Project, "All Progress Levels," <http://joshuaproject.net/global-progress-scale.php> (accessed March 26, 2013).

¹³⁰Paul Eshleman, "World Evangelization in the 21st Century," <http://joshuaproject.net/assets/articles/essential-elements-of-great-commission.pdf> (accessed March 26, 2013).

¹³¹See Adherents.com, "Major Religions of the World Ranked by Number of Adherents," http://www.adherents.com/Religions_By_Adherents.html (accessed December 10, 2010); David Van Biema and others, "Should Christians Convert Muslims?—Religion: Missionaries under Cover."

religions in the world, increasing by two or three religions every day,”¹³² and many contend that other religions are just as good as Christianity or even better, and that trying to convert people from other religions to Christianity might be unnecessary or even an absurd interference in their private lives.¹³³ In view of such increasing challenges to global mission, it is clear that the need for missionaries has not declined. The decreasing trend in the number of missionaries sent, therefore, should receive serious consideration, and the Seventh-day Adventist Church should steadily start to reverse this trend.

Sending fewer and fewer missionaries is already troublesome enough, yet another concern rises with an analysis of the types of missionaries sent. Records show that 321 of the 860 Adventist missionaries active in 2010 were assigned to conference/missions organizations, 242 to educational organizations, 122 to medical organizations, 1 to a publishing organization, and 174 spouses with no specific assignment.¹³⁴

It is to be noted that out of the 321 missionaries assigned to conference/missions organizations, 85 were assigned to administrative positions, 59 to departmental duties, 50 to accounting and secretarial jobs, 110 to miscellaneous tasks, and 17 to pastoral-evangelistic positions. This implies that during 2010 most of the missionaries sent by the General Conference as interdivision employees were not breaking new ground in

¹³²See Jorge N. Ferrer, “Spiritual Knowing as Participatory Enaction,” in *The Participatory Turn*, ed. Jorge N. Ferrer and Jacob H. Sherman (Albany, NY: State University of New York Press, 2008), 135.

¹³³See “The American Board: Eighty-Eight Annual Meeting at New Haven,” *Christian Work: Illustrated Family Newspaper* 63, no. 1601 (1897): 654.

¹³⁴*Ibid.*, 34-40.

mission, but taking care of the organization or working for the church where it already is established.¹³⁵

An analysis of 2010 suggests a significant concern: Is such a situation only true of that year, or can it be traced back to see a similar picture? In order to find out, a request was sent to Karen Porter at the General Conference of Seventh-day Adventists' Secretariat office. Although no information is currently available for the years 1980-1998 regarding missionary assignment, the office sent a general report for the years 1999 to 2012, which will be described below.

During the thirteen years from 1999 to 2010, the General Conference reports a total of 3,093 missionary (Inter-Division Employee) assignments. From that total, 1,063 assignments were classified as educational (top leaders from educational institutions, teachers, librarians, principals, girls' or boys' deans, etc.). The number of medical assignments was 629 (nurses, physicians, hospital managers, etc.), there were 28 assignments to publishing organizations (printing house managers, editors, etc.), 142 pastoral/evangelistic assignments (Bible workers, church planters, local church pastors, chaplains, etc.), 855 were classified as others in conference/missions organizations (office administrative secretaries, conference/union/division presidents, treasurers, department directors, etc.), and 376 worked with the Adventist Development and Relief Agency (ADRA).

Looking at these data in terms of percentages is much more revealing. From 1999 to 2012, most of the missionary assignments (34.3%) were for educational work, the

¹³⁵According to the numbers referenced for 2010, administrative positions represented an impressive 26.4% of interdivision positions; departmental, 18.38%; accounting and secretarial, 15.58%; miscellaneous, 34.27%; and pastoral-evangelistic, only 5.3%.

second largest category was some type of administrative capacity in conferences or missions organizations (26.6%), the third largest one was the medical category (20.3%), the fourth was ADRA (12.1%), the fifth was the pastoral/evangelistic category (4.5%), and the sixth was the publishing category. One particular thing stands out as a significant concern: The pastoral/evangelistic category is second-to-last in missionary assignments from 1999 to 2012.

It is clear that something is wrong. As explained in the section “Organizations and People” in chapter 2, members pull organizations in different directions depending upon their role in the company, their personal interests, and other factors.¹³⁶ A similar thing is happening in the Seventh-day Adventist Church. Jerald Whitehouse contends that although the General Conference Secretariat was entrusted with the task of administering foreign mission, “instead of acting like a mission board, strategizing, and directing work for unreached peoples, the secretariat has functioned more as a department for interchurch aid, filling the needs of the existing institutional structure.”¹³⁷

As Bruce Bauer and Lester Merklin suggested in 2007, those places where the Adventist message has been preached for some 100 years should provide local budgets for teachers and institutional workers currently funded with Interdivision Employee (IDE) budgets so that present IDE budgets can be steadily shifted to the 10/40 Window

¹³⁶People at the top of the organization exert centralizing pressures; those directly related to the production of services or products seek to control their own destiny and minimize influence from other structural components; middle managers pull the organization toward departments operating independently; the analysts of the company exert pressure to standardize in order to monitor and measure; and the support staff pull the organization toward authority being given to small work units so they can have influence over daily decision-making. See Bolman and Deal, *Reframing Organizations*; Mintzberg, *Structure in Fives: Designing Effective Organizations*; Romano, “The Influence of Organizational Culture, Leadership, and Structure on Operational Effectiveness in the Aerospace Industry.”

“until at least 63% of Adventist missionaries work where 63% of the world’s population lives.”¹³⁸ On the other hand, although it might be encouraging to see Adventist missionaries raising the educational level of people, taking good care of the church and its institutions, healing the sick, and improving the lives of the needy, it is an issue of concern that the pastoral/evangelistic category is anything but a priority in the assignment of Interdivision employees in the Seventh-day Adventist Church.¹³⁹

Adventists are not alone in this trend, however. For example, it is estimated that 73.1% of foreign missionaries are being deployed to places with access to Christian witness and where most people would say they are Christians; another 24.5% of missionaries are sent to places where people have access to Christian witness although many have not decided to become Christians; only 2.4% of missionaries are serving in places where most people are not Christians and do not have access to a Christian witness. Simply put, only 2.4% of the missionaries who are being deployed to foreign fields are actually working among the 1.6 billion people who have not had a chance to hear the good news of the gospel.¹⁴⁰

¹³⁷Jerald Whitehouse, “Developing New Church Structures for More Effective Mission, Nurture, and Growth of Believers,” in *Adventist Responses to Cross-Cultural Mission*, ed. Bruce Lee Bauer (Berrien Springs, MI: Department of World Mission, 2006), 51.

¹³⁸This, of course, would be a very difficult task that will require every division of the General Conference to be convinced of the urgent need to refocus IDE budgets toward reaching the unreached, or it will be necessary for all IDE budgets to be transferred from the divisions to the General Conference for allocation. Bruce L. Bauer and Lester Merklin, “The Unfinished Task,” *Journal of Adventist Mission Studies* 3, no. 1 (2007): 40, 43.

¹³⁹It is to be noted that the report submitted by Secretariat was manually taken by Roslyn Morris from the office’s private database and the information submitted included base division, base country, assignment title, host division, and host institution for each assignment. No names were provided in order to protect privacy. With that information, I manually classified the 3,096 assignments into the different categories referenced. Consequently, the categorization is not official, although the actual assignment titles have been provided for verification on Annex 1 at the end of this dissertation. Roslyn Morris, email message to author, January 7, 2013, Missionary Assignment Report 1999-2012.

Two other significant items to be mentioned here are the Adventist Volunteer Service and the Global Mission Pioneers program. In a 2011 report on behalf of Adventist Volunteer Service during the Secretariat's presentation, John Thomas stated that the Seventh-day Adventist Church has volunteers serving in 66 countries under direct supervision of the General Conference (around 1,600 volunteers for 2009, the top year), plus many others travelling on their own.¹⁴¹

The Global Mission Pioneers program, started in 1993 by the Global Mission initiative, has provided a small stipend for tens of thousands of volunteers who have ventured into areas with no Adventist presence and planted new groups of believers, arguably becoming a major reason why the denomination has tripled its membership since 1990.¹⁴² When the Global Mission Pioneers program was established in 1993, there were 832,087 Adventists in the 10/40 Window nations; by 2010, the number was 2,845,308. In the same period, global membership grew from 7,962,216 to 16,923,239. In other words, from 1993 to 2010 the denomination's growth rate was around 249% in the 10/40 Window, while it was only 97.5% in other parts of the world, and growth rate for the global church as a whole was 112.5%.¹⁴³

¹⁴⁰Global Frontier Missions, "State of the World," <http://www.globalfrontiermissions.org/stateofworld.html> (accessed March 27, 2013).

¹⁴¹While in 1997 fewer than 100 volunteers were in service worldwide, there were some 600 volunteers by 1999, over 100 volunteers by 2000, and almost 1,600 in-service volunteers by 2009. G.T. Ng, "Membership Dilemma: Promise and Peril," Secretary's report to Annual Council, Silver Spring, MD: General Conference of Seventh-day Adventists, 2011.

¹⁴²General Conference of Seventh-day Adventists, Office of Adventist Mission, "Global Mission after 20 Years," <http://www.adventistmission.org/frontline-2010-2q-feature> (accessed January 20, 2013).

¹⁴³Secretariat Office, "Program & Agenda—2012 Annual Council" (Silver Spring, MD: General Conference of Seventh-day Adventists, 2012), 60.

Adventists utilize a high percentage (68%) of their Global Mission Pioneers in the least evangelized parts of the world, which is indeed a very positive thing. According to Bauer and Merklin, however, half of these pioneers are working in only two countries, and they contend that “further research would show that most of these are not reaching peoples within the great world religions, with the exception of no-caste Hindus.”¹⁴⁴ David Trim explains that even though church leaders are no longer sending as many missionaries and church members are not giving as much to foreign missions, the church is growing more rapidly in the 10/40 Window than in the rest of the world. The potential for success is enormous. I wonder what would happen if resources and personnel would be more intentionally directed to the unreached.

Mission Giving as a Percentage of Tithe

In an organization that depends exclusively on donations to survive, the types of contributions necessarily reflect, at least in part, the emphasis perceived by the donors as the main needs the organization aims to fill. What have members of the Seventh-day Adventist Church perceived from their organization as the main needs? Is mission an essential part of that picture? This section provides a picture of mission giving as a percentage of tithe in the Seventh-day Adventist Church from 1863 to 2010.¹⁴⁵

In the early years of the denomination, mission giving was only a small portion if compared with tithe, the first ten years showing figures between 3 and 5%. It is important

¹⁴⁴Bauer and Merklin, “The Unfinished Task,” 33.

¹⁴⁵Statistics from this section have been taken from the Annual Statistical Reports published by the Seventh-day Adventist Church from 1980 to 2010. See Office of Archives and Statistics, *138th Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 2000), 78; Office of Archives Statistics and Research, *148th Annual Statistical Report*, 86, 87.

to note, however, that from 1863 to 1915 a consistent (although slow) increase is evident in the World Mission Fund.¹⁴⁶ From 1916 to 1935, mission giving suddenly became a very important portion of Adventist contributions, with the World Mission Fund being between 45 and 62% of tithe funds.¹⁴⁷ A slow but steady decline in mission offerings can be seen from 1936 to 1979, with figures returning to 11% at the end of that timeframe.¹⁴⁸

The years covered by this study have seen an even more significant decrease in world mission offerings. Adventists' donations for world missions were equivalent to 10.35% of tithe in 1980, and then a consistent decline can be seen throughout the next three decades, with the exception of small increases in just a couple of years during that time. In fact, world mission offerings had already decreased to 7.11% in 1990; the figure continued to go down in the next decade and reached 4.64% in 2000; finally, by 2010 world mission offerings were equivalent to only 3.78% of what a member gave in tithe.

The decreasing trend has already raised concerns at the General Conference level. Robert Kloosterhuis, for instance, expressed his concern that “back in the 1930s, a person who gave 10 dollars in tithe also gave 6 dollars in mission offerings. Today, a person giving 10 dollars in tithe would give only 28 cents! I’m not a mathematician, but I’d say

¹⁴⁶From 1863 to 1915, Adventists gave a total of US\$23,507,102 in tithe, and 7,351,854 in offerings specifically for world mission, which makes mission giving 31.28% of the tithe given during that period.

¹⁴⁷For the years 1916-1920, tithe was US\$21,264,416 and the World Mission Fund was 9,733,132, or 45.77% of tithe. For 1921-1925, tithe was US\$24,658,458 and the World Mission Fund was US\$15,416,902 or 62.52% of tithe. Between 1926 and 1930, tithe was US\$31,475,639 and the World Mission Fund was US\$19,594,103 or 62.25% of tithe. For 1931-1935, tithe was US\$25,931,588 and the World Mission Fund was US\$15,578,354 or 60.07% of tithe.

¹⁴⁸Between 1936 and 1980, Seventh-day Adventists gave US\$4,079,301,785 in tithe and US\$827,316,508 for world mission, bringing it back to an average of 20.28% of tithe.

you can't grow a mission program worldwide that way."¹⁴⁹ Although it might not be completely fair to blame the structure and its officers for the members' decision regarding whether or not they give mission offerings, it is to be noted that the decreasing trend is not reflected in tithe, which suggests that the message is not making its way from the structure to the donors that mission giving is a priority. An analysis of the numbers related to tithe per capita and world mission fund per capita would suggest the same thing.¹⁵⁰

Baptisms and Membership as Measures of Success

It has been argued that, as difficult as creating performance metrics to measure an organization's progress in fulfilling its mission might be, it is very crucial.¹⁵¹ Another researcher suggests that if reward systems are not aligned with missions, employees will tend not to focus on mission because although their managers hope they do so, rewards are established for very different things, some of which might even contradict mission.¹⁵²

¹⁴⁹General Conference of Seventh-day Adventists Office of Adventist Mission, 2009, "The Rumor," video presented to the Annual Council of the Executive Committee, http://www.youtube.com/watch?feature=player_embedded&v=8MLW3pXssf (accessed January 19, 2013).

¹⁵⁰World Mission Fund per capita was US\$16.03 in 1945, and it experienced periods of ups and downs. From 1973 to 1976 there was an increased awareness of the importance of world mission giving (contributions per capita in this area were US\$19.48 for 1973, US\$17.71 for 1974, US\$20.79 for 1975, and US\$17.27 for 1976), but then 1977 went back to US\$12.74 and an escalating decrease can be seen in the following years. For 2010, world mission giving per capita was only US\$4.81 (roughly a third of what it was in 1945, the oldest statistic available on this. Interestingly, tithe was US\$33.70 in 1945, and although it has had some ups and downs too, the trend is upward. For 2010, tithe per capita was US\$127.20, roughly three times what it was in 1945). Office of Archives Statistics and Research, *148th Annual Statistical Report*, 71, 72; Office of Archives and Statistics, *137th Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 1999), 71.

¹⁵¹Sawhill and Williamson, "Measuring What Matters in Nonprofits," 102.

¹⁵²See Ashkenas and others, *The Boundaryless Organization*, 100.

Could it be that a similar situation is happening in the Seventh-day Adventist organization? David Trim's side-by-side analysis of mortality rates in the Seventh-day Adventist Church's thirteen global divisions compared to mortality rates in their own regions sheds light on important trends in Adventist measurements of organizational success.¹⁵³

For the years 1980-1985, official Adventist records reported 4,424,612 Adventist members at the beginning of 1985 and 119,997 deaths during the years 1980-1985 (5.26 deaths per thousand); interestingly, however, the global mortality rate was 10.20, which makes Adventist mortality look much smaller than global mortality.¹⁵⁴ A similar pattern can be seen for the years 1986-1990, with 6,260,617 church members in 1990 and 120,171 reported deaths (4.42 deaths per thousand), but a global mortality rate of 9.60.¹⁵⁵

¹⁵³All data for this analysis from 1980 to 2010 have been taken from David Trim's report to the Annual Council of Seventh-day Adventists on October 9, 2011. David Trim, "Office of Archives Statistics and Research," in *Membership Dilemma: Promise and Peril—Secretary's Report to the Annual Council* (Silver Spring, MD: General Conference of Seventh-day Adventists, 2011).

¹⁵⁴For 1980, with a beginning membership of 3,308,191 and 18,430 deaths reported (5.57 per thousand), the global mortality rate was 10.30, which suggests that 15,644 deaths were not reported for that year. For 1981, with a membership of 3,480,518 and 19,434 deaths (5.58 per thousand), global mortality was 10.30, for 16,254 possibly unreported deaths. For 1982, with a membership of 3,668,087 and 19,521 deaths (5.32 per thousand), global mortality was 10.30, which suggests 18,093 deaths not reported. For 1983, with a membership of 3,897,814 and 20,850 deaths (5.35 per thousand), global mortality was 10.30, which suggests 19,111 deaths not reported. For 1984, with a report of 4,140,206 members and 20,488 deaths (4.95 per thousand), global mortality was 10.30, for 21,959 deaths possibly not reported. For 1985, with a membership of 4,424,612 and 21,274 deaths (4.81 per thousand), global mortality rate was 9.70, which suggests 21,432 deaths not reported for that year. In sum, 112,493 deaths may not have been reported from 1980 to 1985.

¹⁵⁵For 1986, the report included 4,716,859 members and 21,584 deaths (4.58 per thousand), but the global mortality rate was 9.70, which suggests 23,962 deaths not reported. For 1987, with a membership of 5,092,503 and 24,167 deaths reported (4.75 per thousand), global mortality was 9.70, suggesting 24,998 deaths not reported. For 1988, with a membership of 5,445,249 and 24,484 deaths (4.50 per thousand), global mortality was 9.70, which suggests 28,092 deaths not reported. For 1989, with a membership of 5,816,767 and 23,998 deaths (4.13 per thousand), global mortality was 9.70, which suggests 32,152 deaths not reported. For 1990, with a membership of 6,260,617 and 25,938 deaths (4.14 per thousand), global mortality was 9.40, which suggests 32,610 deaths not reported. In sum, it is possible that 141,814 deaths were not reported from 1986 to 1990.

For the years 1991-1995, with 8,382,558 members in 1995 and 165,872 deaths reported (22.14 deaths per thousand), global mortality rate was 46.50.¹⁵⁶ For the years 1996-2000, with 10,939,182 members in 2000 and 205,207 deaths reported during those years (21.05 deaths per thousand), global mortality rate was 45.40.¹⁵⁷

Again, Adventist mortality looks much smaller than global mortality during the years 2001-2005, with 13,936,932 church members in 2005 and 227,959 deaths reported among Adventists during those years (3.56 deaths per thousand); the global mortality rate was 8.60, which is more than twice as much as Adventist mortality.¹⁵⁸ For the years

¹⁵⁶For 1991, with a beginning membership of 6,694,880 and 30,411 deaths reported (4.54 per thousand), global mortality rate was 9.40, which suggests that 32,214 deaths were not reported for that year. For 1992, with a membership of 7,102,976 and 34,136 deaths (4.81 per thousand), global mortality was 9.40, which suggests 32,329 unreported deaths. For 1993, with a membership of 7,498,653 and 34,614 deaths (4.62 per thousand), global mortality was 9.40, which suggests 35,569 deaths not reported for that year. For 1994, with a membership of 7,962,210 and 33,703 deaths reported (4.23 per thousand), global mortality rate was 9.40, which suggests 40,807 deaths not reported. For 1995, with a membership of 8,382,558 and 33,008 deaths reported (3.94 per thousand), the global mortality rate was 8.90, which suggests 41,234 deaths not reported. In sum, 182,153 deaths may not have been reported from 1991 to 1995.

¹⁵⁷For 1996, with a beginning membership of 8,812,555 and 33,626 deaths reported (3.82 per thousand), global mortality rate was 8.90, which suggests 44,439 deaths were not reported for that year. For 1995, with a membership of 8,382,558 and 33,008 deaths reported (3.94 per thousand), global mortality was at 8.90, which suggests 41,462 deaths were not reported. For 1996, with a membership of 8,812,555 and 33,626 deaths reported (3.82 per thousand), global mortality was at 9.20, which suggests 47,356 unreported deaths. For 1997, with a beginning membership of 9,296,127 and 43,068 deaths reported (4.63 per thousand), global mortality was 9.30, which suggests 43,033 unreported deaths. For 1998, with a membership of 9,702,834 and 47,807 deaths reported (4.93 per thousand), global mortality was 9.10, which suggests 40,453 unreported deaths. For 1999, with a membership of 10,163,414 and 41,322 deaths reported (4.07 per thousand), global mortality was 9.00, which suggests that 49,424 deaths were not reported. For 2000, with a membership of 10,939,182 and 39,384 deaths reported (3.60 per thousand), global mortality was 8.80, which suggests 56,477 unreported deaths. In sum, 236,743 deaths may not have been reported from 1996 to 2000.

¹⁵⁸For 2001, with a beginning membership of 11,687,229 and 44,298 deaths reported (3.79 per thousand), global mortality was 8.80, which suggests 57,797 unreported deaths for that year. For 2002, with a membership of 12,320,844 and 44,021 deaths reported (3.57 per thousand), global mortality was 8.60, which leaves 61,857 deaths missing from the records. For 2003, with a membership of 12,894,015 and 45,069 deaths reported (3.50 per thousand), global mortality was 8.50, which suggests 64,261 deaths were not reported. For 2004, with a membership of 13,406,554 and 47,211 deaths reported (3.52 per thousand), global mortality was 8.60, which suggests 67,805 unreported deaths. For 2005, with a membership of 13,936,932 and 47,360 deaths reported (3.40 per thousand), global mortality was 8.60, which suggests

2006-2010, with 16,307,880 members at the beginning of 2010 and 250,107 deaths reported during those years (3.23 deaths per thousand), global mortality was at 8.50.¹⁵⁹ Although Seventh-day Adventists have historically been known for their healthy lifestyle and longevity,¹⁶⁰ the difference between Adventists' reported mortality rates and those of the global community cannot be attributed solely to a healthy lifestyle. David Trim explains, "It is possible to reach a somewhat crude estimate, applying global mortality rates (from UN data) to SDA membership statistics." His estimate is that there are almost half a million unreported deaths in the denomination's records from 1980 to 1996, and over a million from 1980 to 2010.¹⁶¹

What does all of this have to do with Adventist structure? It is noteworthy that in Adventist polity the influence of a particular field in the global decision-making process is highly influenced by membership size. Note, for instance, that different fields are given

72,486 deaths not reported for that year. In sum, 324,206 deaths may not have been reported from 2001 to 2005.

¹⁵⁹For 2006, with a beginning membership of 14,399,072 and 48,558 deaths reported (3.37 per thousand), the global mortality rate was 8.70, which suggests 76,638 deaths not reported for that year. For 2007, with a beginning membership of 15,115,806 and 48,982 deaths reported (3.24 per thousand), global mortality was 8.70, which suggests 81,662 deaths not reported for that year. For 2008, with a membership of 15,660,347 and 50,917 deaths reported (3.25 per thousand), global mortality was 8.60, which suggests 82,435 deaths not reported for that year. For 2009, with a membership of 15,921,408 and 53,077 deaths reported (3.33 per thousand), the global mortality rate was 8.10, which suggests 75,876 deaths not reported for that year. For 2010, with a beginning membership of 16,307,880 and 48,573 deaths reported (2.98 per thousand), the global mortality rate was 8.20, which suggests 84,009 deaths not reported for that year. In sum, 400,620 deaths may not have been reported from 2006 to 2010.

¹⁶⁰Examples of such reports include Joseph Califano's 1979 statement about the health of Seventh-day Adventists, Ramona Perez Greek's 1987 dissertation on Adventist lifestyle, and *National Geographic's* 2005 cover story highlighting Adventists for their longevity. See Dan Buettner, "The Secrets of Long Life (Cover Story)," *National Geographic Magazine* 208, no. 5 (2005), <http://ngm.nationalgeographic.com/print/2005/11/longevity-secrets/buettner-text> (accessed January 19, 2013); CNN.com, "Anderson Cooper 360 Degrees—Aired November 16, 2005—22:00 E.T.," Television Program Transcript, <http://transcripts.cnn.com/TRANSCRIPTS/051116/acd.01.html> (accessed January 19, 2013); Ramona Perez Greek, "Health Promotion: Lifestyle Behaviors in a Seventh-day Adventist Population" (Ph.D. dissertation, Texas Woman's University, 1987), 3; *Healthy People: The Surgeon General's Report on Health Promotion and Disease Prevention* (Washington, DC: U.S. Dept. of Health, Education, and Welfare, 1979), 119.

the privilege of having one, two, or three delegates according to their status (union conference/union mission, union of churches conference/union of churches mission, local conference/local mission), and then each division is entitled to additional delegates based upon its membership as a proportion of the world Church membership. Each division distributes its quota of delegates to the unions affiliated with that division, based on each union's proportion of the division membership.¹⁶²

In the Seventh-day Adventist Church, individuals are added to membership through baptism or profession of faith. Adventist reward systems seem to encourage pastors and regional administrators to help people make their decision to follow Christ and join the church, but the system has no significant rewards for anything that happens to believers after baptism. Although there is no evidence to argue that Adventist pastors and/or administrators are inflating the membership numbers to get more voice and vote, it is clear that current church policies do not encourage accurate reporting of those who left the church or died. In fact, an administrator who suddenly cleans the records in this respect will probably find his or her field underrepresented in the next upper-level meeting.

Just like university managers who expect professors to be excellent teachers but reward research instead, it is possible that Adventist global leadership expects pastors and regional administrators to focus on mission but the reward system emphasizes something else. Just as those professors who spend more time in teaching preparation than in research and go unnoticed, pastors who focus on mission may not be as well rewarded as

¹⁶¹Trim, "Office of Archives Statistics and Research."

¹⁶²General Conference of Seventh-day Adventists, *Working Policy*, 2-5.

those who spend more on increasing those numbers that receive more attention in the Annual Statistical Report and in all other organizational meetings.

In a seminar for pastors and families, Alejandro Bullón told the attendees that one day his field president approached him worried because he had heard that 70% of the pastors in their field have lost their dream, their vision, and their motivation. As a result of that conversation, a study was conducted in South America in order to discover why. The company that outsourced the project collected data from questionnaires, the *Church Manual*, the *Working Policy*, and many historical documents, knowing nothing about the church before.

Reportedly, the research team concluded that the denomination's organizational structure is like a pyramid with most people at the very bottom, fewer people in the next upper level, and so on, until the highest position, that of the world church's president. "By what we infer from the questions that have been answered among your pastors, all those who are down here [at the bottom of the pyramid] have only one dream: to get up here [to the very top of it]." Although pastors laughed when elder Bullón said those words, he continued to convey the researchers' conclusions: "After a few years of struggle to get up here [to top of the pyramid], they see their dream slip farther away every day. And that's the end of it all. They will finish their 40-year work with no more dreams."¹⁶³ Although I have not found enough support for such a statement about the Seventh-day Adventist organization, the story is a reminder of the fact that it is mission, nothing else, that has to be the aim of every member and pastor.

¹⁶³Alejandro Bullón, "El Mensaje y el Mensajero," 2013, Audio recording of a seminar for pastoral families, <http://www.southernunion.com/article/359/ministries/ministerial/ministerium-2013-seminars> (accessed March 27, 2013).

The Thirteenth Sabbath School Offering

This subsection is dedicated to study the Thirteenth Sabbath School offering in the three decades most important for the present study. However, as valuable as an in-depth analysis of the mission projects promoted each quarter from 1980 to 2010 is, it would be too long and boring to insert every detail in the main text of this work. The next few paragraphs, therefore, offer a brief description of those projects. For a detailed analysis, refer to Appendixes 1 and 2 at the end of this dissertation.

Between 1980 and 1982, 26 projects were promoted in the Sabbath School quarterlies: 19 of them were clearly for established work, 7 could be classified as possibly for mission to new areas, and none of them was clearly for reaching the unreached.¹⁶⁴ In the years 1983-1984, 19 projects were promoted in the Sabbath School quarterlies: 17 of them were clearly for established work, 2 could be classified as possibly for mission to new areas, and none of them was clearly aimed at reaching the unreached.¹⁶⁵ Between 1985 and 1986, 23 projects were promoted in the Sabbath School

¹⁶⁴Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Lessons*, no. 339 (1980); General Conference of Seventh-day Adventists, "North American Division," *Adult Sabbath School Lessons*, no. 340 (1980); General Conference of Seventh-day Adventists, "Trans-Africa Division," *Adult Sabbath School Lessons*, no. 342 (1980); General Conference of Seventh-day Adventists, "Union Missions of the Australasian Division," *Adult Sabbath School Lessons*, no. 341 (1980); General Conference of Seventh-day Adventists, "Afro-Mideast Division," *Adult Sabbath School Lessons*, no. 343 (1981); General Conference of Seventh-day Adventists, "Far Eastern Division," *Adult Sabbath School Lessons*, no. 344 (1981); General Conference of Seventh-day Adventists, "Northern European Division," *Adult Sabbath School Lessons*, no. 346 (1981); General Conference of Seventh-day Adventists, "South American Division," *Adult Sabbath School Lessons*, no. 345 (1981); General Conference of Seventh-day Adventists, "Africa-Indian Ocean Division," *Adult Sabbath School Lessons*, no. 350 (1982); General Conference of Seventh-day Adventists, "Euro Africa Division," *Adult Sabbath School Lessons*, no. 348 (1982); General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Lessons*, no. 349 (1982); General Conference of Seventh-day Adventists, "Southern Asia Division," *Adult Sabbath School Lessons*, no. 347 (1982).

¹⁶⁵Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Australasian Division," *Mission 72*, no. 1 (1983); General Conference of Seventh-day Adventists, "Eastern Africa Division," *Mission 72*, no. 4 (1983); General Conference of Seventh-day Adventists, "Far Eastern Division," *Mission 72*, no. 3 (1983); General Conference of Seventh-day Adventists, "Trans-Africa

quarterlies: 16 of them were clearly for established work, 7 could be classified as possibly for mission to new areas, and none was clearly focused on reaching the unreached.¹⁶⁶ Between 1987 and 1988, 21 projects were promoted in the Sabbath School quarterlies: 14 of them were clearly for established work, 5 could be classified as possibly for mission to new areas, and 2 of them aimed at reaching the unreached.¹⁶⁷ Between 1989 and 1990, 26 projects were promoted in the Sabbath School quarterlies: 15 of them were clearly for established work, 8 could be classified as possibly for mission to new areas, and 3 were directed towards reaching the unreached.¹⁶⁸

Division,” *Mission* 72, no. 2 (1983); General Conference of Seventh-day Adventists, “Euro-Africa Division,” *Adult Sabbath School Lessons*, no. 358 (1984); General Conference of Seventh-day Adventists, “Northern European Division,” *Adult Sabbath School Lessons*, no. 356 (1984); General Conference of Seventh-day Adventists, “South American Division,” *Adult Sabbath School Lessons*, no. 355 (1984); General Conference of Seventh-day Adventists, “Southern Asia Division,” *Adult Sabbath School Lessons*, no. 357 (1984).

¹⁶⁶Details are available in Appendix 1. See General Conference of Seventh-day Adventists, “Africa-Indian Ocean Division,” *Adult Sabbath School Lessons*, no. 361 (1985); General Conference of Seventh-day Adventists, “Inter-American Division,” *Adult Sabbath School Lessons*, no. 359 (1985); General Conference of Seventh-day Adventists, “North American Division,” *Adult Sabbath School Lessons*, no. 360 (1985); General Conference of Seventh-day Adventists, “South Pacific Division,” *Adult Sabbath School Lessons*, no. 362 (1985); General Conference of Seventh-day Adventists, “Eastern Africa Division,” *Adult Sabbath School Lessons*, no. 364 (1986); General Conference of Seventh-day Adventists, “Far Eastern Division,” *Adult Sabbath School Lessons*, no. 363 (1986); General Conference of Seventh-day Adventists, “South American Division,” *Adult Sabbath School Lessons*, no. 365 (1986); General Conference of Seventh-day Adventists, “Trans-European Division,” *Adult Sabbath School Lessons*, no. 366 (1986).

¹⁶⁷Details are available in Appendix 1. See General Conference of Seventh-day Adventists, “Attached Fields,” *Adult Sabbath School Lessons*, no. 368 (1987); General Conference of Seventh-day Adventists, “Euro-Africa Division,” *Adult Sabbath School Lessons*, no. 369 (1987); General Conference of Seventh-day Adventists, “Inter-American Division,” *Adult Sabbath School Lessons*, no. 370 (1987); General Conference of Seventh-day Adventists, “Southern Asia Division,” *Adult Sabbath School Lessons*, no. 367 (1987); General Conference of Seventh-day Adventists, “Africa-Indian Ocean Division,” *Adult Sabbath School Lessons*, no. 371 (1988); General Conference of Seventh-day Adventists, “Far Eastern Division,” *Adult Sabbath School Lessons*, no. 373 (1988); General Conference of Seventh-day Adventists, “South American Division,” *Adult Sabbath School Lessons*, no. 374 (1988); General Conference of Seventh-day Adventists, “South Pacific Division,” *Adult Sabbath School Lessons*, no. 372 (1988).

¹⁶⁸Details are available in Appendix 1. See General Conference of Seventh-day Adventists, “Eastern Africa Division,” *Adult Sabbath School Lessons*, no. 375 (1989); General Conference of Seventh-day Adventists, “Euro-Africa Division,” *Adult Sabbath School Lessons*, no. 376 (1989); General Conference of Seventh-day Adventists, “Southern Asia Division,” *Adult Sabbath School Lessons*, no. 378

Between 1991 and 1992, 20 projects were promoted in the Sabbath School quarterlies: 13 of them were clearly for established work, 6 could be classified as possibly for mission to new areas, and only 1 was clearly focused on reaching the unreached.¹⁶⁹ Between 1993 and 1994, 26 projects were promoted in the Sabbath School quarterlies: 16 of them were clearly for established work, 4 could be classified as possibly for mission to new areas, and 6 were unambiguously directed towards reaching the unreached.¹⁷⁰ Between 1995 and 1996, 26 projects were promoted in the Sabbath School quarterlies: 8 of them were clearly for established work, 16 could be classified as possibly for mission to new areas, and only 2 were clearly aimed at reaching the

(1989); General Conference of Seventh-day Adventists, "Trans-European Division," *Adult Sabbath School Lessons*, no. 377 (1989); General Conference of Seventh-day Adventists, "Africa-Indian Ocean Division," *Adult Sabbath School Lessons*, no. 381 (1990); General Conference of Seventh-day Adventists, "Far Eastern Division," *Adult Sabbath School Lessons*, no. 382 (1990); General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Lessons*, no. 379 (1990); General Conference of Seventh-day Adventists, "North American Division," *Adult Sabbath School Lessons*, no. 380 (1990).

¹⁶⁹Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Eastern Africa Division," *Adult Sabbath School Lessons*, no. 386 (1991); General Conference of Seventh-day Adventists, "South American Division," *Adult Sabbath School Lessons*, no. 384 (1991); General Conference of Seventh-day Adventists, "South Pacific Division," *Adult Sabbath School Lessons*, no. 383 (1991); General Conference of Seventh-day Adventists, "Trans-European Division," *Adult Sabbath School Lessons*, no. 385 (1991); General Conference of Seventh-day Adventists, "Euro-Africa Division," *Adult Sabbath School Lessons*, no. 387 (1992); General Conference of Seventh-day Adventists, "Euro-Asia Division," *Adult Sabbath School Lessons*, no. 390 (1992); General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Lessons*, no. 389 (1992); General Conference of Seventh-day Adventists, "Southern Asia Division," *Adult Sabbath School Lessons*, no. 388 (1992).

¹⁷⁰Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Africa-Indian Ocean Division," *Adult Sabbath School Lessons*, no. 394 (1993); General Conference of Seventh-day Adventists, "Attached Fields," *Adult Sabbath School Lessons*, no. 391 (1993); General Conference of Seventh-day Adventists, "Far Eastern Division," *Adult Sabbath School Lessons*, no. 392 (1993); General Conference of Seventh-day Adventists, "South Pacific Division," *Adult Sabbath School Lessons*, no. 393 (1993); General Conference of Seventh-day Adventists, "Eastern Africa Division," *Adult Sabbath School Lessons*, no. 396 (1994); General Conference of Seventh-day Adventists, "Euro Africa Division," *Adult Sabbath School Lessons*, no. 398 (1994); General Conference of Seventh-day Adventists, "South American Division," *Adult Sabbath School Lessons*, no. 395 (1994); General Conference of Seventh-day Adventists, "Trans-European Division," *Adult Sabbath School Lessons*, no. 397 (1994).

unreached.¹⁷¹ Between 1997 and 1998, 23 projects were promoted in the Sabbath School quarterlies: 10 of them were clearly for established work, 13 could be classified as possibly for mission to new areas, and none of them clearly focused on reaching the unreached.¹⁷² Between 1999 and 2000, 23 projects were promoted in the Sabbath School quarterlies: 16 of them were clearly for established work, 5 could be classified as possibly for mission to new areas, and only 2 were directed towards reaching the unreached.¹⁷³

¹⁷¹Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Euro-Asia Division," *Adult Sabbath School Lessons*, no. 400 (1995); General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Lessons*, no. 401 (1995); General Conference of Seventh-day Adventists, "North American Division," *Adult Sabbath School Lessons*, no. 402 (1995); General Conference of Seventh-day Adventists, "Southern Asia Division," *Adult Sabbath School Lessons*, no. 399 (1995); General Conference of Seventh-day Adventists, "Africa-Indian Ocean Division," *Adult Sabbath School Lessons*, no. 404 (1996); General Conference of Seventh-day Adventists, "Asia Pacific Division," *Adult Sabbath School Lessons*, no. 403 (1996); General Conference of Seventh-day Adventists, "South American Division," *Adult Sabbath School Lessons*, no. 405 (1996); General Conference of Seventh-day Adventists, "South Pacific Division," *Adult Sabbath School Lessons*, no. 406 (1996).

¹⁷²Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Eastern Africa Division," *Adult Sabbath School Lessons*, no. 407 (1997); General Conference of Seventh-day Adventists, "Euro-Africa Division," *Adult Sabbath School Lessons*, no. 408 (1997); General Conference of Seventh-day Adventists, "Special Opportunity Program," *Adult Sabbath School Lessons*, no. 410 (1997); General Conference of Seventh-day Adventists, "Trans-European Division," *Adult Sabbath School Lessons*, no. 409 (1997); General Conference of Seventh-day Adventists, "Euro-Asia Division," *Adult Sabbath School Bible Study Guide*, no. 412 (1998); General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Bible Study Guide*, no. 413 (1998); General Conference of Seventh-day Adventists, "North American Division," *Adult Sabbath School Bible Study Guide*, no. 414 (1998); General Conference of Seventh-day Adventists, "Southern Asia Division," *Adult Sabbath School Bible Study Guide*, no. 411 (1998).

¹⁷³Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Africa-Indian Ocean Division," *Adult Sabbath School Bible Study Guide*, no. 417 (1999); General Conference of Seventh-day Adventists, "Northern Asia-Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 415 (1999); General Conference of Seventh-day Adventists, "South American Division," *Adult Sabbath School Bible Study Guide*, no. 418 (1999); General Conference of Seventh-day Adventists, "Southern Asia Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 416 (1999); General Conference of Seventh-day Adventists, "Eastern Africa Division," *Adult Sabbath School Bible Study Guide*, no. 420 (2000); General Conference of Seventh-day Adventists, "Euro-Africa Division," *Adult Sabbath School Bible Study Guide*, no. 421 (2000); General Conference of Seventh-day Adventists, "South Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 419 (2000); General Conference of Seventh-day Adventists, "Trans-European Division," *Adult Sabbath School Bible Study Guide*, no. 422 (2000).

Between 2001 and 2002, 17 projects were promoted in the Sabbath School quarterlies: 11 of them were for established work, 5 had potential for mission to new areas, and only 1 was clearly for the unreached.¹⁷⁴ Between 2003 and 2004, 21 projects were promoted in Sabbath School: 14 of them were simply for established work, 7 could be classified as possibly for mission to new areas, and none of them was focused on reaching the unreached.¹⁷⁵ Between 2005 and 2006, 27 projects were promoted in Sabbath School: 17 of them were merely for established work, 6 could be classified as possibly for mission to new areas, and only 4 of them were clearly for reaching the unreached.¹⁷⁶ Between 2007 and 2008, 23 projects were promoted in the Sabbath School

¹⁷⁴Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Euro-Asia Division," *Adult Sabbath School Bible Study Guide*, no. 425 (2001); General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Bible Study Guide*, no. 426 (2001); General Conference of Seventh-day Adventists, "Southern Africa Union Conference," *Adult Sabbath School Bible Study Guide*, no. 423 (2001); General Conference of Seventh-day Adventists, "Southern Asia Division," *Adult Sabbath School Bible Study Guide*, no. 424 (2001); General Conference of Seventh-day Adventists, "Africa-Indian Ocean Division," *Adult Sabbath School Bible Study Guide*, no. 430 (2002); General Conference of Seventh-day Adventists, "North American Division," *Adult Sabbath School Bible Study Guide*, no. 427 (2002); General Conference of Seventh-day Adventists, "Northern Asia-Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 428 (2002); General Conference of Seventh-day Adventists, "Southern Asia-Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 429 (2002).

¹⁷⁵Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "East Central Africa Division," *Adult Sabbath School Bible Study Guide*, no. 433 (2003); General Conference of Seventh-day Adventists, "Euro-Africa Division," *Adult Sabbath School Bible Study Guide*, no. 434 (2003); General Conference of Seventh-day Adventists, "South American Division," *Adult Sabbath School Bible Study Guide*, no. 431 (2003); General Conference of Seventh-day Adventists, "South Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 432 (2003); General Conference of Seventh-day Adventists, "Euro-Asia Division," *Adult Sabbath School Bible Study Guide*, no. 438 (2004); General Conference of Seventh-day Adventists, "Southern Asia Division," *Adult Sabbath School Bible Study Guide*, no. 437 (2004); General Conference of Seventh-day Adventists, "Trans-European Division," *Adult Sabbath School Bible Study Guide*, no. 435 (2004); General Conference of Seventh-day Adventists, "West Central Africa Division," *Adult Sabbath School Bible Study Guide*, no. 436 (2004).

¹⁷⁶Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Bible Study Guide*, no. 439 (2005); General Conference of Seventh-day Adventists, "North American Division," *Adult Sabbath School Bible Study Guide*, no. 440 (2005); General Conference of Seventh-day Adventists, "North Asia Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 441 (2005); General Conference of Seventh-day Adventists, "South Asia Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 442 (2005); General Conference of Seventh-day Adventists, "East Central Africa Division," *Adult Sabbath School Bible Study Guide*, no. 446

quarterlies: 15 of them were undoubtedly for established work, 8 could be classified as possibly for mission to new areas, and none of them was clearly for reaching the unreached.¹⁷⁷ Between 2009 and 2010, a total of 23 projects were featured in the Sabbath School quarterlies: 20 of them were merely for established work, 3 could be classified as possibly for mission to new areas, and none of them was clearly aimed at taking the Gospel to the unreached.¹⁷⁸ Between 2011 and 2012, 29 projects appeared in the back cover of Sabbath School quarterlies: 22 of them were clearly directed towards strengthening the work in areas that were already reached, 3 could be classified as

(2006); General Conference of Seventh-day Adventists, "South Africa Indian Ocean," *Adult Sabbath School Bible Study Guide*, no. 443 (2006); General Conference of Seventh-day Adventists, "South American Division," *Adult Sabbath School Bible Study Guide*, no. 444 (2006); General Conference of Seventh-day Adventists, "South Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 445 (2006).

¹⁷⁷Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Euro Africa Division," *Adult Sabbath School Bible Study Guide*, no. 447 (2007); General Conference of Seventh-day Adventists, "South Asia Division," *Adult Sabbath School Bible Study Guide*, no. 450 (2007); General Conference of Seventh-day Adventists, "Trans-European Division," *Adult Sabbath School Bible Study Guide*, no. 448 (2007); General Conference of Seventh-day Adventists, "West Central Africa Division," *Adult Sabbath School Bible Study Guide*, no. 449 (2007); General Conference of Seventh-day Adventists, "Euro-Asia Division," *Adult Sabbath School Bible Study Guide*, no. 451 (2008); General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Bible Study Guide*, no. 452 (2008); General Conference of Seventh-day Adventists, "North American Division," *Adult Sabbath School Bible Study Guide*, no. 453 (2008); General Conference of Seventh-day Adventists, "North Asia Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 454 (2008).

¹⁷⁸Details are available in Appendix 1. General Conference of Seventh-day Adventists, "South Africa Indian Ocean," *Adult Sabbath School Bible Study Guide*, no. 456 (2009); General Conference of Seventh-day Adventists, "South American Division," *Adult Sabbath School Bible Study Guide*, no. 457 (2009); General Conference of Seventh-day Adventists, "South Asia Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 455 (2009); General Conference of Seventh-day Adventists, "South Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 458 (2009); General Conference of Seventh-day Adventists, "Euro-Africa Division," *Adult Sabbath School Bible Study Guide*, no. 460 (2010); General Conference of Seventh-day Adventists, "Inter-American Division," *Adult Sabbath School Bible Study Guide*, no. 462 (2010); General Conference of Seventh-day Adventists, "Trans-European Division," *Adult Sabbath School Bible Study Guide*, no. 461 (2010); General Conference of Seventh-day Adventists, "West Central Africa Division," *Adult Sabbath School Bible Study Guide*, no. 459 (2010).

possibly for mission to new areas, while only 4 of them were evidently directed towards reaching the unreached.¹⁷⁹

A summary of the years 1980 through 2012 is even more revealing. During those 32 years, 382 projects were promoted through the Sabbath School quarterlies: 249 of them were clearly for established work, 107 could be classified as possibly for mission to new areas, and only 26 were clearly directed towards reaching the unreached. In other words, during the years of the present study 65.2% of the announced projects for the Thirteenth Sabbath School Offering was directed towards building the church where it already existed, 20% had evangelistic and mission potential but no specific focus on new territories, while only 6.8% of the projects clearly aimed at taking the Gospel to the unreached.¹⁸⁰ While it is true that the church needs to strengthen its presence in many parts of the world, apparently the focus of Thirteenth Sabbath School projects like the Pitcairn in 1886 has been partially obscured by the organizational needs of the church.

¹⁷⁹Details are available in Appendix 1. See General Conference of Seventh-day Adventists, "Euro-Asia Division," *Adult Sabbath School Bible Study Guide*, no. 464 (2011); General Conference of Seventh-day Adventists, "North American Division," *Adult Sabbath School Bible Study Guide*, no. 466 (2011); General Conference of Seventh-day Adventists, "South Asia Division," *Adult Sabbath School Bible Study Guide*, no. 463 (2011); General Conference of Seventh-day Adventists, "West Central Africa Division," *Adult Sabbath School Bible Study Guide*, no. 465 (2011); General Conference of Seventh-day Adventists, "North Asia Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 467 (2012); General Conference of Seventh-day Adventists, "South American Division," *Adult Sabbath School Bible Study Guide*, no. 470 (2012); General Conference of Seventh-day Adventists, "South Asia Pacific Division," *Adult Sabbath School Bible Study Guide*, no. 468 (2012); General Conference of Seventh-day Adventists, "Southern Africa-Indian Ocean," *Adult Sabbath School Bible Study Guide*, no. 469 (2012).

¹⁸⁰These percentages reflect only the information published in the *Sabbath School* and *Mission* quarterlies and available at the time of this research, and do not indicate the projects's size or the actual amount of money budgeted for each project. For the fourth quarter of 1980, for instance, 500 rural churches were grouped by the Trans-Africa Division in a single project while for the third quarter of 1990 the Africa-Indian Ocean Division grouped only 7 churches in a single project.

Evangelistic Versus Institutional Workers

Another interesting indicator is the number of evangelistic workers as compared with the number of institutional workers the denomination has hired throughout the years, an issue to which this study will briefly turn now.

In 1863, only 30 workers were reported, and all of them were classified as evangelistic. There were 72 evangelistic workers in 1870, 260 in 1880, 411 in 1890, and 1,500 in 1900. Up to this point, no reference is made in the statistical reports to institutional workers. There were 4,346 evangelistic workers in 1910 (52% of the total) and 3,918 institutional workers (47%). In 1920, a total of 13,081 workers were reported, 6,955 of them evangelistic (53%) and 6,126 institutional workers (46%). In 1930 there were 10,988 evangelistic (51%) and 10,473 institutional workers (48%). The percentage of evangelistic workers continued to decrease in the following few decades, while the percentage of their institutional counterparts continued to increase. The 1970 report indicated that the denomination had twice as many institutional workers as evangelistic workers. Institutional workers constituted 66% of the total in 1980 and 71% in 1990, while evangelistic workers were only 33% of the total in 1980 and 28% in 1990. The 1993 *Annual Statistical Report* stopped categorizing workers as either evangelistic or institutional, and started categorizing them as either general or institutional instead.¹⁸¹ In 2010, institutional employees numbered 138,713 (62%) while general employees

¹⁸¹Primary school teachers, categorized as institutional workers up to 1992, were included in the category of general workers beginning in 1993 with the argument that primary schools were not counted as institutions. See Office of Archives and Statistics, *108th Annual Statistical Report* (Washington, DC: General Conference of Seventh-day Adventists, 1970), 2; Office of Archives and Statistics, *128th Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 1990), 2; Office of Archives and Statistics, *131st Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 1993), 2.

numbered only 82,047 (37%), even though that number included primary school teachers along with evangelistic workers in the general category.

As confusing as the previous statistics may seem, at least one thing is clear: The percentage of evangelistic employees has been decreasing while the percentage of their institutional counterparts has been increasing throughout the years in the Seventh-day Adventist Church. This suggests that, at least in this area, the structure has not been allocating its resources in alignment with its mission. Some would argue that institutions are missional but, as Michael Cauley warns, “the Adventist Church was not organized merely to be the custodian of an organizational system, to control and maintain institutions.”¹⁸²

Around 8:00 in the morning of October 1, 2000, Paul Birch Petersen addressed the delegates to the Annual Council of the General Conference’s Executive Committee in his devotional message and told them that “the church is organized to serve an evangelistic purpose and, where and if the particular form of organization no longer fulfills this purpose, it should be replaced.”¹⁸³

Global Strategy of the Seventh-day Adventist Church

An outstanding element indicating a positive influence of structure on mission in the Seventh-day Adventist Church is what came to be known as Global Mission, and that

¹⁸²Michael F. Cauley, “Reclaiming Our Purpose: Becoming a Missionary Movement Again,” *Journal of Adventist Mission Studies* 8, no. 1 (2012): 15.

¹⁸³General Conference of Seventh-day Adventists, “Minutes of the Meetings of the General Conference Committee, Annual Council,” October 1, 2000.

initiative needs to be highlighted here. At the Annual Council of 1986, Neal C. Wilson, president of the General Conference, called for church leaders to develop a global strategy for reaching the world's unreached.¹⁸⁴ Given the big size of Adventist structure and other typical characteristics of denominational structures,¹⁸⁵ the initiative took some time to develop.

A few years later, on the morning of October 10, 1989, the denomination's Annual Council voted to approve a document called Global Strategy of the Seventh-day Adventist Church. The document, also endorsed at the 1990 General Conference session, formally introduced the concept of "people groups" to the denomination and in several other aspects marked a significant turning point in the history of Adventist mission.¹⁸⁶ By that time, however, the General Conference's world divisions and attached unions had gathered extensive information in response to Wilson's call and had adopted the idea of "population segments," a concept that would eventually prevail over its "people groups" counterpart in organizational measurements within the church.¹⁸⁷

The Global Strategy approved in the 1989 Annual Council clearly stated that "evangelizing target populations will be most effective if they are divided into people groups, whose group characteristics facilitate a group approach in evangelism and secure

¹⁸⁴Office of Archives and Statistics, *127th Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 1989), 2.

¹⁸⁵For details on these characteristics, see pages 17-18 of this document.

¹⁸⁶See General Conference of Seventh-day Adventists, "Minutes of the Meetings of the General Conference Committee, Annual Council" (Silver Spring, MD: General Conference Secretariat, October 10, 1989), 392, 472, 473. Specifically, the Study Centers which came out of the Global Mission initiative, are of special importance and need to be highlighted here.

¹⁸⁷Office of Archives and Statistics, *127th Annual Statistical Report*, 2.

decisions for the gospel.”¹⁸⁸ A definition of people groups was provided, and three categories were identified. However, it was decided that since “no definite figures are available regarding the number of these various categories which are not only overlapping, but also constantly changing,” since “geographical-political administrative units in many countries represent a natural grouping in which people have organized themselves,” and since these units “often are about one million in size,” the task of identifying the primary unreached people groups would be left to the divisions in each territory.¹⁸⁹ This caused the church not to create any measure of success in reaching unreached people groups, except the “1-million-population-segment” approach, described below.

The 1-Million-Population-Segment Approach

In 1989, some analysts within the church divided the world into “population segments,” defined as non-overlapping geopolitical territories of the world, each occupied by between half a million and a million and a half persons as of mid-1989. The 1989 *Annual Statistical Report* published a table with each division’s number of such population segments, members per thousand people, population segments with no Adventist churches or companies, and some other facts.¹⁹⁰ Thus, the General Conference had formally proposed in October 1989 to establish by the year 2000 a Seventh-day

¹⁸⁸General Conference of Seventh-day Adventists, “Minutes of the Meetings of the General Conference Committee, Annual Council,” October 10, 1989, 473.

¹⁸⁹General Conference of Seventh-day Adventists, “Minutes of the Meetings of the General Conference Committee, Annual Council,” October 10, 1989, 473.

¹⁹⁰Office of Archives and Statistics, *127th Annual Statistical Report*, 40.

Adventist presence in every population segment of one million as identified at the beginning of the decade 1990-2000, and some work in each of 271 languages spoken by one million or more people.¹⁹¹

Of necessity, the 1989 table of unreached population segments was incomplete. By 1990, the church reported 2,248 1-million-population segments with no churches or companies, and clearly set as the church's goal at that time "to see that all 5,257 population segments in the world have a company or a church."¹⁹² The years 1991 and 1992 saw the *Annual Statistical Report* printed with no report on the total number of unreached population segments. For 1992, 83 segments were reported as "entered since 1990," 179 segments for 1993, and 240 for 1994.¹⁹³

In a slightly different format, the following year's report announced that 14,295 "targets" had been chosen within 1-million-population segments since 1990, and that 6,772 had been entered by 1994. The same report showed 15,450 targets chosen and 8,170 entered by 1995.¹⁹⁴ By 1996, the number of "chosen targets" was reduced to 13,464 and 5,780 of them were reported as entered.¹⁹⁵ The reporting format was changed

¹⁹¹General Conference of Seventh-day Adventists, "Minutes of the Meetings of the General Conference Committee, Annual Council," Meeting of October 10, 1989.

¹⁹²See Office of Archives and Statistics, *127th Annual Statistical Report*, 2, 40; Office of Archives and Statistics, *128th Annual Statistical Report*, 43-46.

¹⁹³Office of Archives and Statistics, *129th Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 1991), 40-43; Office of Archives and Statistics, *130th Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 1992), 40-43; Office of Archives and Statistics, *132nd Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 1994), 42.

¹⁹⁴Office of Archives and Statistics, *133rd Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 1995), 49.

¹⁹⁵Office of Archives and Statistics, *134th Annual Statistical Report* (Silver Spring, MD: General Conference of Seventh-day Adventists, 1996), 49.

again in 1997 and the population segments disappeared. Although the challenge of Global Mission to place a church among each one million of earth's population has been continually reaffirmed since 1990 in every year's issue of the *Annual Statistical Report* at the beginning of Global Mission's section, there has been no consistency in showing whether or not a church had been established in each of the 5,257 segments identified in 1990.

In spite of the lack of consistency in the church's official reports regarding the 1-million-population segments, some leaders still remember the goal and track the church's progress on it. In a 2005 article, G. T. Ng talked about 2,300 groups of one million people without an Adventist presence (an amount slightly different from the 2,248 reported in the 1990 *Annual Statistical Report*), and he added that by 2001 only 460 of those population blocks remained without Adventist presence.¹⁹⁶ If the 1-million-population-segment approach is still going to be used, it is necessary for accountability to track and report where the church is in relation to the segments identified in 1990, and to update the goal by considering changes in population patterns.

The "Unreached People-Groups" Approach

The other option would be to focus on people groups rather than blocks of a number of people who might be separated by impressive barriers. However, there are pros and cons in this approach. A major advantage is that the church would be much

¹⁹⁶G. T. Ng, "Connected to Culture, Conformed to Christ: Exploring Alternate Forms of Worship," *Journal of Adventist Mission Studies* 1, no. 2 (2005): 56.

more faithful to the God-given mission to make disciples of all people groups, not just of all politically definable countries.¹⁹⁷

A major disadvantage is that this approach is much less encouraging than the traditional approach and would require a shift “from self-congratulation to championing the needs of the unreached.”¹⁹⁸ By focusing on countries, for instance, the Seventh-day Adventist Church was able to report in 2010 that the denomination’s work had been established in 209 out of 232 countries and areas of the world recognized by the United Nations. For the superficial reader, this might suggest that the church’s mission is almost accomplished, because there are only 23 unentered countries or regions. This approach, however, ignores the multiple types of barriers that divide those politically definable countries.

The concerns expressed in 1989 regarding the fact that different categories of people groups are overlapping and constantly changing continue to be true in 2010. However, there is more information available now regarding people groups than in 1990 for the Seventh-day Adventist Church to choose one way to categorize people groups and focus on making disciples among them. And, considering the importance for the church to embrace such a task, it is not acceptable for the denomination to be content with reports on Adventist congregations planted among million-population-blocks while

¹⁹⁷See McGavran, *Understanding Church Growth*, 40; Winter, “The Highest Priority: Cross-Cultural Evangelism,” 221.

¹⁹⁸Jerry Chase, “A Voice from the Back Seat,” *Journal of Adventist Mission Studies* 1, no. 1 (2005): 89.

remaining unclear about the degree in which the church has been reaching and discipling people groups in the 10/40 Window and elsewhere.¹⁹⁹

Summary

The present chapter has been dedicated to focus specifically on structure and mission effectiveness in the Seventh-day Adventist Church in the years 1980-2010. The analysis has been undertaken mainly through selected indicators for evaluating the impact of structure on mission effectiveness.

Some of the indicators selected for this study suggest that Adventist organizational structure is not completely aligned to mission: The number of Interdivision Employees (missionaries) deployed by the denomination has suffered a reduction of 44.9% from 1980 to 2011, and a close look at the positions they have filled evidences that mission is not a priority in the assignment of Interdivision Employees in the Seventh-day Adventist Church; the decrease in mission giving throughout the years evidences lack of inculcation of the importance of mission; there is some evidence that the rewards system of the denomination is not well tuned in relation to mission; the focus of the Thirteenth Sabbath School Offerings is anywhere but in reaching the unreached; and the percentage of evangelistic employees has been decreasing throughout the history of the church, while the number of institutional employees has seen a constant increase. In contrast with these not-so-encouraging indicators, the Global Strategy of the Seventh-day Adventist Church has had a significant positive impact on world mission. An analysis of these findings and their implications will be presented in the next chapter.

¹⁹⁹See Bauer and Merklin, "The Unfinished Task," 32.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

The theory base for this dissertation has included relevant studies on the following areas: structure from an anthropological perspective; structure, mission, and effectiveness from an organizational perspective; and church structure and mission effectiveness in Christian history. Based on a framework constructed with this theory base, this historical descriptive study was aimed at analyzing the impact of structure on mission effectiveness in the Seventh-day Adventist Church's mission to unreached people groups between 1980 and 2010.

The period studied in this dissertation saw a series of calls for structural change in the 1980s;¹ the launching of Global Mission in 1990;² the formation of the Commission on Ministries, Services, and Structures in 2005,³ unprecedented growth from roughly 3.5 million members in 1980⁴ to about 15.9 million members in 2008 (less than three

¹George Knight suggests that Adventist organization has undergone two full cycles and appears to enter a third. The first cycle included a call for change (in the 1850s), restructuring (1860-1863), and refinements (1863-1900). The second cycle also included a call for change (in the late 1880s), restructuring (1901-1903), and refinements (1903 to the beginning of the 21st century). A call for change in the 1980s seems to announce the beginning of a third cycle. See Knight, *Organizing to Beat the Devil*, 8.

²General Conference of Seventh-day Adventists, Office of Adventist Mission, "Global Mission after 20 Years."

³General Conference of Seventh-day Adventists, "Commission on Ministries, Services, and Structures."

⁴General Conference of Seventh-day Adventists, "118th Annual Statistical Report—1980," 34.

decades later),⁵ and the creation of a General Conference Mission Board in 2010.⁶ The following pages will first review the findings from the theory base described above as well as the implications of such findings for the Seventh-day Adventist Church, and finally will provide recommendations for further research.

Findings and Implications

Looking for Biblical and Historical Roots

There are different types of church polity, and different ways of looking at those patterns.⁷ It is easy to provide labels to each form, but the descriptions will vary depending upon who writes the labels. Some classify religious organizations as church, denomination, sect, or cult. Others talk about hierarchical, centralized, and democratic religious structures. Another alternative type of label features the Episcopal, Presbyterian, and Congregationalist forms.

Additional arrangements such as the Base Ecclesial Communities, the Emerging Church, and others do not fit any of the previous categories. Besides the different patterns of church polity, Christian history has shown two types of structure without regard to the type of church polity the religious organization has adopted: modality (congregational structure) and sodalities (mission structures). With so many options at hand, it makes sense to wonder whether or not there is one right way of doing church. The problem is that those on each side generally assume their model is the most appropriate one.

⁵General Conference of Seventh-day Adventists, “146th Annual Statistical Report—2008,” 84.

⁶Lechleitner, “New Mission Board Will Streamline Missionary Processing, Adventist Officials Say.”

⁷See the section “Different Patterns of Church Polity” in chap. 3.

It is difficult to determine whether the Seventh-day Adventist organization is Congregational, Presbyterian, or Episcopal, because it has elements from all three. L. H. Christian says that the Adventist Church is a church with a task, and the Lord gave it a body to fit the task.⁸ George Knight suggests that “the church is like unto a fat woman returning from a shopping spree.”⁹ In this dissertation I have pondered if the task has already become too big for that body, and if it might be time for the church to get involved in a fitness program.

This dissertation has established that church structure is not one of those things God directly outlined in heaven. The structure of Early Christianity was in many ways patterned after Judaism and the Roman Empire, and it is better understood in the light of such contexts.¹⁰ Many aspects of the Adventist organization can also be better explained when analyzing the context in which it was born.¹¹ Although many have sought to find in Scripture clear-cut indications regarding church structure, and some seem to be willing to force the Bible to provide such design, God has left that for the church to figure out in its context. Therefore, attempting structural changes in the church from a merely theological

⁸L. H. Christian, quoted in Herbert E. Douglass, *Mensajera Del Señor* (Nampa, ID: Pacific Press, 2000), 185.

⁹Knight, *The Fat Lady and the Kingdom*, 15.

¹⁰See Burtchaell, *From Synagogue to Church*, 190; Cobble, *The Church and the Powers*; González, *Church History: An Essential Guide*, 23-36; Winter, “The Two Structures of God’s Redemptive Mission,” 221.

¹¹The Seventh-day Adventist Church as an institution was officially organized in 1863 amidst reluctance from its founders to form an organization, and its organizational structure was an unintentional combination of Presbyterian, Congregational, and Episcopal church polity, plus many other creative aspects pushed by the needs of mission rather than by theological or organizational concerns. See Mustard, “James White and the Development of Seventh-day Adventist Organization,” 15; Schwarz, *Light Bearers to the Remnant*, 24, 25, as well as the subsection “The Context in Which Adventist Organization Began” in chap. 4 of this dissertation.

perspective would be inconsistent with the biblical record and the rest of the history of Christianity. Since mission is the *raison d'être* for organizational structure, a missiological perspective that is consistent with theology would be the most appropriate option for any structural attempts in the church.

Early church polity has been fiercely debated since Reformation times, and theologians from different denominations have consistently shown a visible predisposition to find in the organization of the early church some authority for the particular church polity they represent.¹² Burtchaell explains that many of the conclusions to which theologians and other scholars have reached have been “severely governed” by their particular theological loyalties.¹³

As discussed in an earlier chapter, it makes no sense for the church to attempt to strictly follow the early church’s structural pattern, because there is no certainty regarding what such a pattern exactly looked like. Church life and structure “cannot be reduced to a blueprint, plan, or formula” from the earliest church or from any other stage of church history, and church leaders need to go beyond copying historical patterns. The long-standing debate on early church polity might also have become just another distraction from mission.

Towards a Better Understanding of Church Organization

How can church leaders understand the underlying forces in organizational

¹²See the section “Bias in the Research of the Earliest Church’s Structure” in chap. 3. Additional references for further study include Burtchaell, *From Synagogue to Church*, 1, 2; Giles, “Church Order, Government”; Latourette, *A History of Christianity*, 115.

¹³Burtchaell, *From Synagogue to Church*, 101.

structure? Some are afraid that looking into fields such as anthropology and organizational studies for anything related to the church implies lack of confidence that God leads His church. But those in contact with mission tend to feel the need of such aids because of the demands of real-life mission.¹⁴

Occasionally, Seventh-day Adventist history has even seen some suggesting that organization is so evil that the church needs no structure other than the guidance of the Holy Spirit.¹⁵ Besides the biblical arguments, anthropological insights would clearly stand against such views. As discussed in detail on chapter 2, social relationships and structures are universal and inherent to human nature, and societies naturally need organization to exist. Although the church should not focus so much on organizational issues that it loses its focus on mission, it is impossible to ignore structural concerns and yet fulfill the church's God-given mission.

Another significant element explored in this research is communication as something fundamental for the functioning of any organizational entity.¹⁶ Since high

¹⁴James White, major promoter of the initial organization of the Seventh-day Adventist Church, was initially against organizing the believers into a denomination. But his constant trips to the mission field made him change his mind. He argued that if "men of the world lay their plans wisely and well, combine their strength, and prosecute them vigorously," the church should also act as wisely. He also contended that "there are two extremes which should be shunned; one is for human wisdom alone to combine its feeble strength to carry on the work of God; the other is to leave with God what he has left with us, and set down with the idea of waiting for special providences before moving." White, "Yearly Meetings," 68.

¹⁵As discussed at the beginning of chapter 4, the religious roots of many of the earliest Adventist founders may partially explain their anti-organizational stand at the beginning of the Millerite movement. Another element that needs to be factored in here is that they had very negative experiences with injustices in their respective denominations when they embraced the Millerite message. James White continually struggled with opposition to any organizational moves. See *ibid.* Several years later when the denomination was already at an international level, some leaders suggested that the church needed no human authority because Christ is the head of His church. Knight, *Organizing to Beat the Devil*, 92-95.

¹⁶Nicotera, Clinkscales, and Walker, *Understanding Organizations through Culture and Structure*, 1, 4; Taylor and Van Every, *Emergent Organization*, 3, 30.

technology favors a flexible structure and low technology favors bureaucracy, advances in communications technology throughout the years provide restructuring opportunities for organizations in the twenty-first century.¹⁷ When the Seventh-day Adventist Church was organized in 1861-1863, communications as we know them today were not even a dream,¹⁸ and the situation was not much more advanced when the denomination was reorganized in 1901-1903.¹⁹

Interestingly enough, it has also been established that traditional organizational structures may create boundaries that impede communication.²⁰ The church needs to consider that much of the bureaucracy that was useful for mission in 1861-1863 or 1901-1903 is a hindrance today when technology allows for much of what a century ago was achieved via deficient and expensive communication means.²¹

Some have contended that the church's worldwide structure consumes so much of the available resources that it is an impediment for mission and the best thing for members to do would be to drop structure altogether and either become congregational or

¹⁷Andrew J. DuBrin, *Essentials of Management*, 8th ed. (Mason, OH: Southwestern Cengage Learning, 2008), 288.

¹⁸Richard John explains, for instance, that the 160,000 telephones installed in the United States in 1887 served an exclusive clientele consisting of "no more than one-quarter of 1 percent of the population," and this "rich capitalist class" had "more than enough money to pay whatever fee the telephone company charged." Richard R. John, *Network Nation: Inventing American Telecommunications* (Cambridge, MA: Harvard University Press, 2010), 255.

¹⁹Mail exchange, for instance, was very slow and usually caused delays in the decision-making process within the church. See Knight, *Organizing to Beat the Devil*, 84; Oliver, "Principles for Reorganization of the Seventh-day Adventist Administrative Structure, 1888-1903," 129-131.

²⁰See Lewis, "Organizational Structure Effect on Communication Efficiency for Management Information System Supported Organizations."

²¹Describing the key factors that influence the selection of an organization's structure, Andrew DuBrin explains that "technology allows for linking workers, customers, and suppliers together," and allows "horizontal, free-flowing communication." DuBrin, *Essentials of Management*, 271.

redirect tithes and offerings to independent ministries that can show results.²² Anyone who dares to challenge church structure is often interpreted as rejecting the structure (with understandable reasons in many cases).²³

It is true that the church's heavy structure tends to be authoritarian, slow, inward-oriented, and so multifaceted that focusing on mission seems too hard to achieve; but it is also true that the same structure with all its imperfections tends to provide longevity and continuity, helps as a check and balance, and helps strengthen local fields so they can grow in mission.²⁴ On the other hand, while it is true that mission structures tend to be more focused, less bureaucratic, can move faster, and its members often find it easier to do cross-cultural mission work, it is also true that these organizations' focus tends to be

²²George Knight explains that while there is a growing trend to a congregational form of church organization, there is also a trend toward privately being congregationally focused (you decide where to give your money) and much less confident in the organization as a whole. Many people think there are too many ordained ministers behind desks, and too few of them on the front line. Knight adds that as valid as some of the congregationally minded arguments might seem, however, congregationalism has its own set of problems, causing local churches to lack a sense of need for a worldwide mission, while the larger structure provides concerted action and a global vision. Congregationalism lacks the checks and balances of a central authority, resulting in theological wanderings and other problems. See Knight, *Organizing to Beat the Devil*, 162-164; 167-171.

²³As Bert Haloviak points out, in March 1984 *Spectrum* published direct challenges against the church's organizational structure, and in October the General Conference president issued a statement distancing the GC from *Spectrum*. In 1989 Robert Folkenberg published a major article on church structure which Haloviak interpreted as instrumental in propelling Folkenberg to the General Conference top leadership. See Bert Haloviak, "Brief Organizational History of Seventh-day Adventists," 2007, <http://docs.adventistarchives.org/docs/AST/BOHofSDAs.pdf#view=fit> (accessed December 25, 2012). Another interesting example of the difficulty of talking about church structure is a book George Knight published in 2001 as *Organizing to Beat the Devil*, and in 2006 as *Organizing for Mission and Growth*. Differences between the first edition and the second one reflect a more careful focus and a reaction to some misunderstandings. A significant feature of the new edition is the "Postscript." It seems that *Organizing to Beat the Devil* was misunderstood as supporting the total disbanding of the current structure, and a new network of congregational churches felt the book supported them, so Knight wanted to make sure he made his points as clear as possible. See George R. Knight, *Organizing for Mission and Growth: The Development of Adventist Church Structure*, Adventist Heritage Series (Hagerstown, MD: Review and Herald, 2006), 182.

²⁴See Bauer, "Congregational and Mission Structures," 13-17; Miley, *Loving the Church—Blessing the Nations*, 88, 141; Pierson, *The Dynamics of Christian Mission*, 36.

very narrow, and usually they have less stability and a shorter life than the other structure. The solution to the church's structural problems is not as simple as doing away with structure, because such a remedy would be worse than the ailment.²⁵

Another extreme, equally dangerous, would be to think that the denomination will be able to come up with a structure that can be uniformly applied at the global level. The diversity of perceptions on organizational structure can be explained in part by the fact that society's organization is influenced by factors such as language, religion, and history. In organizational structure one size does not fit all, therefore no model from any part of the world can be blindly and uniformly applied to all parts of the world and still be successful.²⁶

Seventh-day Adventist structure was initially established for a handful of believers located in a fairly small area. The growth and geographical expansion of the church since then demand that any serious reflection on structure adopts a perspective as global and diverse as its membership, sensitive to the rigid and calculating German, the impulsive Spaniard, the improvising Portuguese, and the paternalistic Latin, and even willing to reject the labeling of members according to preconceived patterns as this paragraph just did.²⁷

²⁵See Bauer, "Congregational and Mission Structures," 15; Knight, *Organizing to Beat the Devil*, 162-164; Miley, *Loving the Church—Blessing the Nations*, 74; Miley, "Seeking Initiation and Consolidation among All Nations," 9.

²⁶Hofstede and Hofstede, *Cultures and Organizations: Software of the Mind*, 366; Talal and Maryam, "Cultural Differences and Their Impact," 808, 809; Trompenaars, "The Organization of Meaning and the Meaning of Organization," 328-330.

²⁷Although any categorization of cultures is necessarily biased, three possibilities presented in chapter 1 of this dissertation (in the section "The Need for a Global Perspective: A Brief Survey") might be of useful consideration. See Hofstede and Hofstede, *Cultures and Organizations: Software of the Mind*; Hofstede, Hofstede, and Minkov, *Cultures and Organizations: Software of the Mind—Intercultural*

With more reasons now than when it was founded, the Seventh-day Adventist Church as a whole is embedded in a multicultural environment, and the church's regional units in particular are cultural members of the societies in which they are embedded.²⁸ Therefore, more than ever, the church cannot expect to establish an organizational structure that will fit the needs of all parts of the world. Contextualization and flexibility should be key considerations in structural design and in the procedures for official meetings in different parts of the world. Although it would be impossible for the church to establish an organizational pattern that will perfectly fit all cultures, flexibility and cultural sensitivity are very important in the denomination's structural considerations.²⁹

The Role of Mission in Structure

It has been argued that defining mission is the most difficult decision for a nonprofit organization, and that has proven to be true for the Christian church because

Cooperation and Its Importance for Survival; Lewis, *When Cultures Collide*, xviii-xix; 30-34; *ibid.*, 112; Lewis, "Turning Culture Differences into Advantages."

²⁸The Seventh-day Adventist Church was originally established for some 3,500 believers led by 30 pastors and worshipping in 125 congregations in a limited section of the northern United States. James White and his fellow founders would not have been able to capture in their wildest imagination the picture of 2010: a church with more than 2,500 institutions and working in 921 languages and dialects, over 16 million members spread throughout 209 countries and areas of the world and worshipping in some 70,000 organized churches and some 65,000 congregations in the process of being officially recognized as churches. Such diversity should be reflected in the church's structure. See Hofstede, Hofstede, and Minkov, *Cultures and Organizations: Software of the Mind—Intercultural Cooperation and Its Importance for Survival*; Office of Archives Statistics and Research, *148th Annual Statistical Report*, 85; Talal and Maryam, "Cultural Differences and Their Impact," 808.

²⁹Jerald Whitehouse, former director for the Seventh-day Adventist Church's study center for mission to Muslims, even argued for such structural flexibility in a much more complex environment: mission beyond the Christian world. He contends that "the increasing diversity in the church and particularly the mission to the large non-Christian blocks represented by the Global Mission Study Centers has raised questions regarding the most effective structures for implementing mission and subsequent nurture and growth among these peoples." Jerald Whitehouse, "Developing New Church Structures for More Effective Mission, Nurture, and Growth of Believers," in *Adventist Responses to Cross-Cultural Mission*, ed. Bruce L. Bauer (Berrien Springs, MI: Department of World Mission, 2006), 35.

even among advocates of mission there is still no agreement about what mission is.³⁰ The Seventh-day Adventist Church organization was started with missionary concerns in mind, and it has clearly defined its mission.³¹ However, in consonance with what this dissertation has established, and considering that making disciples of all people is core to the mission of the Seventh-day Adventist Church, it is clear that it is not appropriate to evaluate the church's mission effectiveness by counting the number of hospitals or orphanages it has built, the number of baptisms it has achieved, or even the number of church buildings constructed. Mission effectiveness needs to be evaluated in the light of the church's ability to disciple people from all people groups and establish congregations among them.

Just as members of other organizations pull their institution towards different directions, this research suggests that the Seventh-day Adventist Church experiences pull from regular members, lay leaders, pastors, conference administrators, union conference workers, and General Conference/Division representatives, and every pull is toward a different direction. Furthermore, since unreached people have no representation in the pulling game, the church tends not to invest much time and resources in reaching the unreached.

Many indicators would support such argument. For instance, the Seventh-day Adventist Church has seen a tremendous decline in the sending of Interdivision

³⁰Bradach, Tierney, and Stone, "Delivering on the Promise of Nonprofits," 90. For a deeper study on different concepts of mission, see the subsection "Different Definitions of Christian Mission" in chap. 3 of this dissertation.

³¹See the subsection "Development of the Mission Statement," at the end of chap. 4. See also General Conference of Seventh-day Adventists, "Mission Statement of the Seventh-day Adventist Church."

Employees, and most of those included in this already-reduced number of missionaries were assigned to educational work, administration, medical service, and social work, while less than 5% were sent to pastoral or evangelistic assignments.³² A similar trend can be seen in the Thirteenth Sabbath School Offering, a mission-oriented tradition for the Seventh-day Adventist Church: More than half of the projects announced were directed towards building the church where it already existed, a fifth of the projects had some mission potential but no clear focus in breaking new ground, and only 6.8% were clearly aimed at reaching the unreached. Indicators such as these, and statistics comparing evangelistic versus institutional workers the church has hired throughout the years, reveal a tendency to maintain institutions rather than fulfilling the church's mission.³³

These daunting statistics should not be surprising. In 2011, when G.T. Ng presented his Secretary's Report to the Annual Council, he explained in slide 33 of his PowerPoint presentation that as the church grows, it tends to become institutionalized, to spend more resources on baptized membership than on mission, and while "mission is not forgotten," it is "sidelined amidst pressing demands of programs and institutions."³⁴

Many of the things that have called for the church's resources represent valid needs and are part of the nature of such a structure, but as good and necessary as they

³²See the subsections "Number and Types of Missionaries Sent" and "The 13th Sabbath School Offering" in chap. 4.

³³See the subsection "Evangelistic Versus Institutional Workers," in chap. 3. See also Cauley, "Reclaiming Our Purpose," 15.

³⁴Ng, "Membership Dilemma: Promise and Peril, Secretary's report to the Annual Council," slide 33.

might be these things should not preclude the church from focusing on reaching the unreached.³⁵ Unless the church intentionally redirects its resources and personnel towards its mission, the denomination will find itself trapped, fulfilling the needs of its members and unable to fulfill its mission.

Andrew Dubrin explains that “organizing is the process of making sure the necessary human and physical resources are available to carry out a plan and achieve organizational goals,” and “structure is supposed to follow strategy.”³⁶ The church needs to make sure that’s the case with its structure. It has also been established that in order to avoid oscillating in an endless cycle from failure to success and back again, organizations need to establish a structural tension directed towards mission and a continuous, accurate reporting of the current reality in relationship to the desired state.³⁷ Since making disciples among all people is core to the Seventh-day Adventist Church’s mission, its reporting system should include the progress being made in reaching the unreached peoples in each territory.³⁸

The Seventh-day Adventist Church needs to evaluate the process by which new fields are created, budgets are approved, and other decisions are made. George Knight complains that “we now have a bureaucratic structure which appears to be limiting our

³⁵Bauer, “Congregational and Mission Structures,” 13; Whitehouse, “Developing New Church Structures for More Effective Mission, Nurture, and Growth of Believers,” 51.

³⁶DuBrin, *Essentials of Management*, 8, 270.

³⁷A more complete discussion of this issue can be found in the section “Nine Laws of Organizational Structure” in chap. 2. See Fritz, *Corporate Tides*, 5, 6, 10-11, 20-22.

³⁸See General Conference of Seventh-day Adventists, “Mission Statement of the Seventh-day Adventist Church.”

achievement of mission in some serious ways. Administrators breed administrators and even in times of financial crisis it is hard to decrease their numbers.”³⁹

Mission, the hardest and most important decision for a nonprofit organization, has been clearly defined in the denomination, but all other actions, goals, and measures need to be aligned with the church’s mission.⁴⁰ It is necessary to make sure mission is more than a beautiful slogan posted in the president’s office. Decisions at all levels of the church should be made dependent upon the goal of reaching and discipling the unreached. With mission as the driving force, many of the peripheral problems that currently consume a lot of time in church boards and constituency meetings will grow dim and eventually disappear.

Special reference needs to be made to the fact that effectiveness in any organization should not be evaluated by metrics such as dollars raised, membership growth, operating expenses per capita, operating revenues as a percentage of operating expenses, labor productivity, and the like. Mission needs to be evaluated in the light of the organization’s mission.⁴¹ This research has pointed out, however, that traditional measures of success in the Seventh-day Adventist structure focus on baptisms and membership, although little or no attention is given in organizational reports to the discipling of the unreached.⁴² The church needs to align its performance measures to

³⁹Knight, *The Fat Lady and the Kingdom*, 15.

⁴⁰See Bradach, Tierney, and Stone, “Delivering on the Promise of Nonprofits,” 90.

⁴¹Further details can be reviewed in the subsection “Measuring Effectiveness in Terms of Mission” in chap. 2. See Gan, Ubaka, and Zhao, “Integrated National Transit Database Analysis System”; Smirnova, “Does Government Structure Really Matter?” 63.

⁴²G.T. Ng, worldwide executive secretary for the Seventh-day Adventist Church at the time of this research, recognizes that in Seventh-day Adventist organization “those who could produce numbers are

mission, because current reports tend to confuse institutional achievements with progress toward achieving mission.

Church leaders might be unintentionally mismanaging the denomination's reward systems because they hope employees will be motivated toward reaching and discipling the unreached, but instead they reward baptisms. As Bauer and Merklin suggest, the current reporting system in Adventist structure reflects little or nothing regarding the degree in which the unreached are being reached.⁴³ The General Conference has not established an intentional system by which this might be evaluated. I contend that although the General Conference is not seriously tracking the degree to which the church is reaching and discipling the unreached, the denomination may have much of what it takes to perform such an evaluation.⁴⁴

Beyond Endless Discussions

One of the biggest surprises for me as a researcher when I embraced the task of writing a dissertation on structure and mission in the Seventh-day Adventist Church was the realization of how little I knew about structure. To me, structure was the organizational diagram some companies post on the manager's office, but I learned that it

recognized and rewarded." Ng, "Membership Dilemma: Promise and Peril, Secretary's Report to the Annual Council," slide 68.

⁴³Bauer and Merklin, "The Unfinished Task," 33.

⁴⁴During the process of writing this dissertation, a request was made to the Office of Adventist Mission at the General Conference level asking for a list of people groups reached per year by the denomination from 1980 to 2012, but no significant data were available. In an email sent January 25, 2013, to all Adventist Mission coordinators at the division level, Delbert Pearman, Director of Planning for the department, said that "at the GC office, we have been mainly monitoring the membership trends by countries, and not as much on people groups within countries." Delbert Pearman, email message to author, January 25, 2013. The responses received from division Adventist Mission coordinators indicate that they may have information, but such information is not something the General Conference is intentionally tracking.

is much more than that. Structure, a concept applicable to almost anything where some relationship exists among the parts of an organized whole, is perceived differently in different cultures, and the forces at play in structure are very difficult to understand.⁴⁵ Relationships, communication, and interaction are core to any structural consideration in organizations. The concept of organization is only an abstract and dead concept if considered without the people who constitute the organization.⁴⁶

Structural changes will not automatically solve the problems of any organization, including the church.⁴⁷ Even if the structure and procedures could be perfectly designed, very few church members, regular employees or even administrators will volunteer to carefully read each sentence in the 925-page General Conference *Working Policy* and every other structure-related document.⁴⁸ This study suggests that the Seventh-day Adventist Church needs to translate its mission into organizational blueprints, and also to develop the will and capacity in members to conform to such plans. Otherwise, after strenuous efforts the church might be able to get a perfect mission-oriented structure that is still worthless because its members are not willing to align themselves to it.⁴⁹

⁴⁵See Fritz, *Corporate Tides*, 13; Pullan and Bhadeshia, *Structure in Science and Art*, 8.

⁴⁶See Nicotera, Clinkscales, and Walker, *Understanding Organizations through Culture and Structure: Relational and Other Lessons from the African-American Organization*, 1.

⁴⁷As Barry Oliver contends, “It should not be assumed that adjustments to the organizational structures of the church are going to be the means, in themselves, of solving the problems of the church and refocusing it on its missionary task. The main problems of any organization, including the church, are not structural but attitudinal. Attitude and value genesis must be given priority.” Oliver, “The Development of Organizational and Leadership Paradigms in the Seventh-day Adventist Church,” 5.

⁴⁸General Conference of Seventh-day Adventists, *Working Policy*.

⁴⁹Lemmergaard, “More Than Words—An Analysis of Scandinavian Value-Based Management,” 39; Romano, “The Influence of Organizational Culture, Leadership, and Structure on Operational Effectiveness in the Aerospace Industry,” 39.

Studies cited here have established that the anti-organizational Millerites found their way to the formation of the Seventh-day Adventist Church as an organization because of the growth in their theological convictions, with mission being at the core. Their antipathy towards organization was not able to stand against their beliefs, especially their conviction that they were to share these biblical teachings with others for their salvation.⁵⁰ This should be a lesson for the Seventh-day Adventist Church in the twenty-first century as the denominations faces the need to evaluate its structure. Although no attempt should be made at any structural changes in the church from a merely theological perspective but with missiological considerations as the driving force, such endeavors should always be consistent with biblical teachings.

Some studies referenced in this research suggest that such inculcation is achieved via hiring practices and training.⁵¹ Similarly, the church needs to invest much more in inculcating mission awareness and involvement into the minds of members/prospective members and employees/prospective employees. Pre-baptismal orientation and post-baptismal training for members, as well as seminary education and post-hiring training for pastors, should be very intentionally planned if mission is ever going to become the major pulling force in Adventist structure.

There has been discussion for a long time comparing specialized versus general institutions in terms of efficiency (doing things with fewer resources) and effectiveness (getting the right things done), and analysts have not been able to reach an agreement on

⁵⁰See Burt, "The Historical Background," 390-409; Knight, *Organizing for Mission and Growth*, 28-61; Mustard, "James White and the Development of Seventh-day Adventist Organization," 91-162.

⁵¹See, for instance, Boin, *Crafting Public Institutions*, 29, 30; Hendrickson and Psarouthakis, *Dynamic Management of Growing Firms*, 117.

whether one option is better than the other.⁵² Interestingly, in Christianity there is a long history of tension between congregational and mission structures. Which one spends fewer resources? Which one is better for getting things done?⁵³

It has been established that the church is at its best when these two structures relate to each other in a significant symbiosis for ministry and mission, the church being a regulator (not always as an administrator) and mission structures being semi-autonomous partners for the denomination.⁵⁴ For the church to effectively fulfill its mission, healthy relationships need to exist not only among institutions but also, and more importantly, among members.⁵⁵

Unhealthy tension between congregational and mission structures is not only a sad reality in general Christianity, but it is also true in Seventh-day Adventist Church history since its earliest times.⁵⁶ Many attached to independent ministries harshly criticize

⁵²This issue has been discussed in subsection “Specialized Versus General Institutions: Which One Is More Effective?” (chap. 2). See also Foster, *The Political Economy of Special-Purpose Government*, ix, 2; Smirnova, “Does Government Structure Really Matter?” 244.

⁵³Ralph Winter contends that this tension is as old as from the early post-biblical period. Winter, “Two Structures of God’s Redemptive Mission,” 127.

⁵⁴See the section “Relationship Between the Two Structures” in chap. 3, and Blincoe, “Desired Symbiosis,” 8; Winter, “From the Editor’s Desk,” 4.

⁵⁵A very good environment for these relationships is small groups of church members and others. “The church cannot effectively fulfill its mission unless its members develop *meaningful relationships* with one another. The establishment of these relationships requires personal interaction and sharing. This can only occur as individuals spend time together. For churches to develop a strong infrastructure, relationships among members must go beyond casual acquaintances and reflect strong friendships and binding commitments.” Cobble, *The Church and the Powers*, 102.

⁵⁶For instance, the following complaint was recorded during the 1903 General Conference Session: “The Foreign Mission Board has practically swallowed up the General Conference Committee, and the chairman of the Foreign Mission Board, or the president, has an advantage over any other department of the work. It gives the one in charge of the Foreign Mission Department an opportunity to work the territory and to turn means into the channel in which he is especially interested, so that other departments will suffer. And during the last two years this thing has been done.” E. A. Sutherland,

the denomination's official structure, and the same thing happens the other way around. This research suggests that there is no clear evidence that independent ministries do the work in a more efficient or more effective way than does the organized church, but it seems to be impossible to prove that the church's structure does a better job either. Continuing this debate is just another distraction from mission. A much more productive option would be for the denomination's official leadership to foster a healthy relationship with the many semi-autonomous mission structures which continually appear within its ranks. On the other hand, leaders and supporters of such supporting ministries should focus on fulfilling the church's mission rather than wasting time and energy in criticizing the denomination's structure while many unreached perish without hearing the good news of the gospel.

In sum, the findings reveal that, although the Seventh-day Adventist Church organization was started with missionary concerns in mind and has clearly defined its mission, its current performance metrics do not reveal much about the organization's effectiveness in achieving its mission. These measures—as reflected in the *Annual Statistical Reports*—as well as all administrative decisions, including but not limited to Interdivision Employee assignment, Thirteenth Sabbath School projects selection, and evangelistic/institutional employee ratio, should be better aligned with the mission of reaching the unreached. The launching of Global Mission in 1990 and its outstanding impact on the denomination's mission work offer positive signs of hope in this respect. Recent actions such as the establishment of the General Conference's Mission Board in

“General Conference Proceedings,” *General Conference Bulletin* 5, no. 11 (1903), <http://www.adventistarchives.org/docs/GCB/GCB1903-11/index.djvu> (accessed October 27, 2009).

2010 and the assignment of the Middle East and North Africa Union as a General Conference attached field in 2011 are also promising, but it is too soon to evaluate their results. Besides better aligning the organization's performance metrics with mission, it is also necessary to nurture a healthier, mutually affirming, government/industries-like relationship between the church's formal structure and the many semi-autonomous mission structures that have been born within the church, a relationship where the denomination regulates but not administrates its mission structures, and where mission structures actually engage in mission instead of wasting time and energy in demonstrating that they do the work better than the denomination's formal structure.

Recommendations for Further Research

During the process of writing this dissertation, I encountered several things that deserve deeper study, but go beyond the scope of this work, and many of them would even constitute a very good topic for an entire dissertation. Some of them are mentioned below.

Given the essential role of communication in organizational structure, an investigation on the use of telephone, Internet, fax, and other means of communication technology in church administration throughout the years would indicate trends and suggest ideas for a better reorganization of the church's structure.

A study on the organizational structure typical in the Episcopal, Presbyterian, and Congregational models of church polity would be another good possibility, and each one of those topics would probably require a different dissertation. Base Ecclesial Communities and the Emerging Church, which were also briefly mentioned in this study, constitute additional good research topics.

I would personally like to see a historical study of mission to the unreached in the Inter-American Division of the Seventh-day Adventist Church, the church region where I was raised. It might also be interesting to read a study on immigrants to the United States who come from the 10/40 Window and who represent unreached people groups. Another insightful research would be an exploration of the experiences of Inter-division Employees sent to the 10/40 Window to work among non-Christian religions. Also, I would love to see some research on Global Mission's Study Centers, the money allocated to them throughout the years, and the impact they may have made in the church's effort towards reaching the unreached.

During the writing of this dissertation, someone suggested that it would be great to see a dissertation studying Thirteenth Sabbath School mission projects from 1980 to 2012 with the purpose of analyzing whether they were completed or not, in order to probe whether an intentional follow-up is needed in this area. Erich Baumgartner rightly pointed out to me that a study of the contribution of mission structures and supportive ministries to Adventist mission among the unreached also would be very valuable.

Finally, I would like that day to come soon when we will no longer have to do any research on how to reach the unreached, but there will be time to joyfully celebrate at the feet of Jesus with all those who have been reached. I will happily undertake a research about God's unending love for us that inspired so much sacrifice in Jesus and in many missionaries who did all in their power to bring others to the Savior.

APPENDIX A

MISSION PROJECTS ANNOUNCED IN *SABBATH SCHOOL* AND *MISSION QUARTERLIES* (1980-2012)

The table on the following pages describes the projects promoted by different world divisions of the Seventh-day Adventist Church in each of the quarters assigned to them from 1980 to 2012. Depending upon the focus of each project, I have classified them into the following categories: 1. Clearly for established work. 2. Possibly for new areas. 3. Clearly for reaching the unreached.

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
first quarter of 1980	Inter-American Division	completion of medical center at Montemorelos University	1	0	0	1
second quarter of 1980	North American Division	vocational classrooms at Northeastern Academy, Montreal French-speaking academy, outpatient clinic at Monument Valley Hospital, and vocational classrooms at Pine Ridge Indian School	3	1	0	4
third quarter of 1980	Union Missions of the Australasian Division	new college of the Pacific (in New Guinea)	1	0	0	1
fourth quarter of 1980	Trans-Africa Division	500 rural churches throughout the division	0	1	0	1
first quarter of 1981	Afro-Mideast Division	University College of Eastern Africa	1	0	0	1
second quarter of 1981	Far Eastern Division	New Central Philippines Union College buildings, barrio (village) chapels, and Mount Clabat College girls' dormitory	2	1	0	3
third quarter of 1981	South American Division	construction of Trans-Amazon Academy, evangelistic center for Fortaleza, and chapels throughout North Brazil Union, and two new academies plus a new dormitory for a third in South Brazil Union	2	1	0	3
fourth quarter of 1981	Northern European Division	evangelistic center, rebuilding Toivonlinna Junior College, and child evangelism center	2	1	0	3
first quarter of 1982	Southern Asia Division	reconstruction at Ruby Nelson Hospital, additions to high schools, and housing for workers in Sri Lanka	2	1	0	3
second quarter of 1982	Euro Africa Division	evangelistic center reconstruction in Belgium, and new girls' dormitory in Sagunto Spain	1	1	0	2

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
third quarter of 1982	Inter-American Division	chapels in the South Mexican Conference, chapels in the North Dominican Mission, and girls' dormitory in the Antillian College	3	0	0	3
fourth quarter of 1982	Africa-Indian Ocean Division	the Adventist Univ. of Central Africa for French-speaking African countries	1	0	0	1
first quarter of 1983	Australasian Division	proposed new Secondary Boarding School in Tahiti	1	0	0	1
second quarter of 1983	Trans-Africa Division	not available				0
third quarter of 1983	Far Eastern Division	administration building for Okinawa Junior Academy, administration/classroom building for Marshall Islands Mission Academy, and dormitories/classrooms in Nusa Tenggara Academy, building for Chinese Publishing House	4	0	0	4
fourth quarter of 1983	Eastern Africa Division	2-color printing press for Africa Herald Publishing House, new headquarters office buildings for West Uganda Field, boys' dormitory in Kamagambo, and Sabbath School picture rolls in Kiswahili	4	0	0	4
first quarter of 1984	South American Division	construction of chapels in North Chile, construction of secondary school in Antofagasta, Chile, and construction of Minas Gerais Academy	3	0		3
second quarter of 1984	Northern European Division	evangelistic center in Eindhoven, and Newbold College library extension	1	1	0	2
third quarter of 1984	Southern Asia Division	Bangalore Hospital, Manipur Boarding School, and Aizawl evangelistic center	2	1	0	3
fourth quarter of 1984	Euro-Africa Division	Beira Theological Seminary, and new classrooms at Collonges Seminary	2	0	0	2
first quarter of 1985	Inter-American Division	dental clinic construction in St Lucia, science block at Caribbean Union College, Veritas Elementary School in Surinam, and construction of Colombia-Venezuela Union College	2	2	0	4
second quarter of 1985	North American Division	multi-purpose building in Selawik Alaska, administration building for Holbrook Indian Mission School in Arizona, Southwest Region mobile medical/dental clinic, and remodeling of North American Evangelism Institute	3	1		4
third quarter of 1985	Africa-Indian Ocean Division	chapels and administrative facilities for the West Central African Union, and two-color offset press for Adventist Publishing House in Accra Ghana	2	0	0	2

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
fourth quarter of 1985	South Pacific Division	evangelistic center, medical clinics, lamb shelters for the Eastern Solomons Mission; and Vila evangelistic center plus a new school for the Vanuatu Mission	0	2	0	2
first quarter of 1986	Far Eastern Division	outpost evangelism centers throughout the division, dormitory for Philippine Union College, dormitory for Central Philippine Adventist College, and office building for East Indonesia Union	3	1	0	4
second quarter of 1986	Eastern Africa Division	University of Eastern Africa, Solusi College	2	0	0	2
third quarter of 1986	South American Division	construction of chapels in North Chile, construction of secondary school in Antofagasta, Chile, and construction of Minas Gerais Academy	3	0	0	3
fourth quarter of 1986	Trans-European Division	evangelistic center in Stockholm Sweeden, and Day School in Birmingham for the North British Conference	1	1	0	2
first quarter of 1987	Southern Asia Division	relocation and construction of Orissa Boarding School, and construction of evangelistic center Vasco da Gama in Goa	1	1	0	2
second quarter of 1987	Attached Fields (Middle East Union Mission, Southern Union Mission, and South African Union Conference)	work for the unreached in the Sudan, Middle East Union; new dormitories for Bethel College in Southern Union; and new dormitories for Helderberg College in South African Union	2	0	1	3
third quarter of 1987	Euro-Africa Division	construction of new student dormitories for Bogenhofen Seminary in Austria, and construction of immigrant center in France	1	1	0	2
fourth quarter of 1987	Inter-American Division	new library for West Indies College in Jamaica, dining room and chapel for an institute in Panama, and child evangelism centers	3	0	0	3
first quarter of 1988	Africa-Indian Ocean Division	chapels and lamb centers for Rwanda Union Mission, and chapels and lamb centers for Indian Ocean Union Mission	0	2	0	2
second quarter of 1988	South Pacific Division	construction of jungle chapels throughout Papua-New Guinea Union Mission	0	0	1	1
third quarter of 1988	Far Eastern Division	reconstruction of five junior Bible seminaries in Burma; construction of Thailand Mission College in Muak Lek Campus, Thailand; and construction of a literature ministry seminary in Davao, South Philippines	2	1	0	3

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
fourth quarter of 1988	South American Division	construction of Manaus hospital in North Brazil, construction of six chapels for the North Coast Mission, construction of Central Brazil Boarding Academy, purchase of property for Porto Alegre Adventist Hospital in South Brazil, and construction of K-12 school in Curitiba	5	0	0	5
first quarter of 1989	Eastern Africa Division	Addis Ababa Better Living Center, printing equipment in Zambia, and five chapels in South Botswana Field	2	1	0	3
second quarter of 1989	Euro-Africa Division	construction of classroom block for Italian Junior College in Florence, and construction of chapel in Quemaline, Mozambique	2	0	0	2
third quarter of 1989	Trans-European Division	evangelistic center in Karachi Pakistan, and evangelistic center in Reykjavic Iceland	0	2	0	2
fourth quarter of 1989	Southern Asia Division	chapels in Northern India, dormitory for Khunti School, and Institute of Evangelism and Pastoral Care	3	0	0	3
first quarter of 1990	Inter-American Division	chapels in South Mexican Union, cafeteria for Linda Vista Academy, chapels in Franco-Haitian Union	3	0	0	3
second quarter of 1990	North American Division	Christian Record Braille Foundation, prison ministries program, Yakima Valley Evangelism Center, St. Louis Child Evangelism Center, and Acadien Quebecois mission project	1	4	0	5
third quarter of 1990	Africa-Indian Ocean Division	printing press for Nigerian Union, lamb shelters for Nigerian Union, Adventist Missionary College for West African Union, seven church buildings for West African Union	3	1	0	4
fourth quarter of 1990	Far Eastern Division	agricultural project for unreached in Bangladesh, new work task force for Indonesia, English language school and medical school in Korea, and global strategy projects for unentered areas	1	0	3	4
first quarter of 1991	South Pacific Division	Day High School in Fiji, and evangelistic center for Hindus in Fiji	0	1	1	2
second quarter of 1991	South American Division	chapels in the East Brazil and Chile Unions, and girls dormitory at Chile College in Chillán	2	0	0	2
third quarter of 1991	Trans-European Division	evangelistic center in Copenhagen Denmark, and church in Thessalonica Greece	1	1	0	2
fourth quarter of 1991	Eastern Africa Division	capital city church in Lilongwe Malawi, literature evangelists seminary in Nairobi Kenya, and library and girls dormitory at Tanzania Adventist Seminary	2	1	0	3
first quarter of 1992	Euro-Africa Division	chapel in Maputo Mozambique, evangelistic center in Paris, and reconstruction of primary/secondary school in Lisbon	2	1	0	3

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
second quarter of 1992	Southern Asia Division	married students' housing at Spicer Memorial College, boys' dormitory at Adventist Training School, and girls' dormitory at Lowry Memorial School	3	0	0	3
third quarter of 1992	Inter-American Division	chapels for North Mexican Union and Antillian Union	1	0	0	1
fourth quarter of 1992	Euro-Asia Division	school in Kiev Ukraine, greenhouses in Zaokski Russia, medical centers in several places, and evangelistic centers throughout the division	2	2	0	4
first quarter of 1993	Attached Fields (Middle East Union Mission, Southern Africa Union Conference)	first secondary boarding school in Sudan, reconstruction of Middle East College in Lebanon, rural frontier evangelism in South Africa, development of Emmanuel High School in Orange Free State, evangelism of Himba tribe in Namibia, and development of Sedaven High School in Transvaal	4	0	2	6
second quarter of 1993	Far Eastern Division	Micronesia Mission Training Center, global mission in Campuchea, development of Kitauro San-Iku Junior High School in Japan	1	1	1	3
third quarter of 1993	South Pacific Division	evangelism in unentered area of Santa Isabel Island, boys' dormitory for Afutara Adventist Vocational School in Malaita Island, chapel and girls' dormitory in Kukudu Adventist High School in New Georgia Island, and staff housing for Betikama Adventist High School in Guadalcanal Island	3	1	0	4
fourth quarter of 1993	Africa-Indian Ocean Division	a clinic and four mini-evangelistic centers in unentered areas in Zaire, a seminary and secondary school in burundi, and fifty-two lamb shelters (also to be used as evangelistic centers) in unentered area of Burundi	1	0	3	4
first quarter of 1994	South American Division	evangelistic centers in the Inca Union, Paraguay Adventist Academy building in Austral Union, and new churches in the Austral Union	1	2	0	3
second quarter of 1994	Eastern Africa Division	Zambia Press, and relocation of Solusi Adventist Vocational School	2	0	0	2
third quarter of 1994	Trans-European Division	Rahimyar Khan project (a church, health clinic, and school), and a church for Newbold College in England	2	0	0	2
fourth quarter of 1994	Euro Africa Division	classroom/dormitory building for new theological seminary in the Czech Republic, and classroom/dormitory building for new theological seminary near Bucharest	2	0	0	2
first quarter of 1995	Southern Asia Division	church buildings in India, church buildings in new territories, medical institution in Tamil Nadu	1	2	0	3

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
second quarter of 1995	Euro-Asia Division	evangelistic center in Kishinev, dental/physical therapy clinic in Kishinev, primary school in Moldova Union, evangelistic center in Kazakhstan, and medical center in Kiev.	0	5	0	5
third quarter of 1995	Inter-American Division	Venezuela-Antilles Union project (50-bed hospital in Venezuela, 40 new churches and other churches already under construction), Caribbean Union-Guyana project (maternity/child care center at Davis Memorial Hospital, child-care-based evangelistic outreach among East Indians living near Georgetown), and Caribbean Union project (prison rehabilitation center).	2	1	0	3
fourth quarter of 1995	North American Division	start 10 community health projects as an "entering wedge" into unreached neighborhoods of 10 large cities of North America, and mobilize 200 prison ministry teams to reach prisoners in North America	0	2	0	2
first quarter of 1996	Asia Pacific Division	evangelistic center in Macao; sponsor 50 workers for unentered areas and build 20 chapels for established congregations; evangelistic center in Manado City, and build 35 chapels; training center for church planting in unentered areas	0	2	2	4
second quarter of 1996	Africa-Indian Ocean Division	chapels for new groups of believers in Sahel Union, medical clinic and launch for the West Zaire Union, multipurpose building for Adventist Seminary of West Africa, and two medical clinics in Madagascar	2	2	0	4
third quarter of 1996	South American Division	plant churches in 10 cities in Brazil, Better Living Center near Brazilia Adventist Hospital, and boarding academy for the Maranhao Mission	1	2	0	3
fourth quarter of 1996	South Pacific Division	men's dormitory at Kabiuta High School in New Guinea, and men's dormitory at Sonoma College on the Island of New Britain	2	0	0	2
first quarter of 1997	Eastern Africa Division	Better Living Center in conjunction with Eritrea Mission Field office, and Evangelism/Better Living Center in the Eastern Uganda Field	0	2	0	2
second quarter of 1997	Euro-Africa Division	reconstruct Friedensau Theological Graduate School in Germany, and reconstruct evangelistic centers destroyed by civil war in Angola	1	1	0	2
third quarter of 1997	Trans-European Division	theological seminary in Hungary, church/evangelistic center in Lithuania, and secondary school in Yugoslavia	2	1	0	3

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
fourth quarter of 1997	Special Opportunity Program	small theological seminary in Khartoum (Sudan), and fund radio broadcast programs in Chinese for East Asia	1	1	0	2
first quarter of 1998	Southern Asia Division	dormitories for Pinehill Adventist Academy in Mizoram State, Children's Home and School in Kashmir, girl's dormitory for High School in Vyara Gujarat, redevelopment of Simla Sanitarium and Hospital, and women's dormitory for Spicer College in Pune	5	0	0	5
second quarter of 1998	Euro-Asia Division	evangelistic centers in Belarus, West Russia, Georgia, and East Russia	0	5	0	5
third quarter of 1998	Inter-American Division	plant 12 congregations in previously entered areas of the French Antilles Guyana Union, upgrade Buenavista Health Center in western Colombia, and construct seven chapels in rural and urban areas of Colombia that have no church presence.	1	2	0	3
fourth quarter of 1998	North American Division	big city evangelism targeting New York, Chicago, Los Angeles, and Toronto	0	1	0	1
first quarter of 1999	Northern Asia-Pacific Division	lay training center for work in unentered areas, and build 15 churches	1	0	1	2
second quarter of 1999	Southern Asia Pacific Division	replace deteriorating dormitories in Palawan Adventist Academy, build men's dormitory and teachers' quarters at Central Philippine Adventist College, and 100 jungle chapels in newly-entered territory in South Philippine Union	2	1	0	3
third quarter of 1999	Africa-Indian Ocean Division	Rebuild Konola Academy, build hospital in Tamale Ghana, construct secondary school in Chad, build maternity block and surgical unit in Cameroon, construct library at Universite Adventiste in East Congo, and construct two evangelistic centers in East Congo	5	1	0	6
fourth quarter of 1999	South American Division	Complete National Radio Network in Bolivia, classrooms and cafeteria at Bolivia Adventist University, ten chapels for existing congregations in Bolivia, global mission chapels in unentered areas in Northeast Brazil Union, and additions to Northeast Brazil College (dormitories, laboratories and classrooms)	4	0	1	5
first quarter of 2000	South Pacific Division	enlarge the library at Fulton College in Fiji, relocate Pic Vert High School in Tahiti, and construct a manual arts and economics building at Lalovaca College in Samoa	3	0	0	3

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
second quarter of 2000	Eastern Africa Division	San's literacy/rehabilitation center in North Botswana, chapels for three to six San settlements, construction projects in Ethiopia (two churches, Mekele School chapel, kindergarden and parsonage in Wolisso, clinic in Dambo, and upgrade equipment for Ethiopian Advent Press)	1	2	0	3
third quarter of 2000	Euro-Africa Division	evangelistic center for Romanian immigrants in Madrid Spain, and evangelistic center in Maputo Mozambique	0	2	0	2
fourth quarter of 2000	Trans-European Division	construct a church-evangelistic center in Tirana, Albania	0	1	0	1
first quarter of 2001	Southern Africa Union Conference	fifty chapels in Southern Africa Union Conference, and Unusual Opportunities special projects to be determined as needs arise	2	0	0	2
second quarter of 2001	Southern Asia Division	construct 500 chapels in Southern Asia Division	1	0	0	1
third quarter of 2001	Euro-Asia Division	gymnasium/multi-purpose building at Zaoksky Theological Seminary in Russia	1	0	0	1
fourth quarter of 2001	Inter-American Division	lay Bible training institute in Honduras, 50 chapels in Central Guatemala Conference, and construction projects in Cuba (chapels, seminary church, and youth campsite)	3	0	0	3
first quarter of 2002	North American Division	strengthen media evangelism to reach a secular society that is not attracted to traditional Adventist approaches to evangelism	0	0	1	1
second quarter of 2002	Northern Asia-Pacific Division	churches or chapels in Mongolia, information technology education center for youth evangelism in Japan	1	1	0	2
third quarter of 2002	Southern Asia-Pacific Division	medical clinic in Manado, medical clinics and chapels in west Kalimantan, and evangelistic center in Myanmar	0	3	0	3
fourth quarter of 2002	Africa-Indian Ocean Division	evangelistic center in Guinea, girls' dormitory for Adventist secondary school in Rwanda, churches in Butare and Kibuye, and various Better Living Centers	3	1	0	4
first quarter of 2003	South American Division	construct 25 chapels in Chile, evangelistic thrust in newly-formed Southern Mission of Chile and build 10 chapels, construct 10 chapels/churches in previously unentered cities of South Brazil, and girls' dormitory at Santa Catarina Adventist Academy in South Brazil				0
second quarter of 2003	South Pacific Division	Perth Adventist Aboriginal Care Center, 25 church/chapels in high-growth areas in Papua New Guinea Union Mission	1	1	0	2

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
third quarter of 2003	East Central Africa Division	water system for University of Eastern Africa in Kenya, administration building and men's dormitory for Tanzania Adventist College, and men's dormitory for Solusi University in Zimbabwe	3	0	0	3
fourth quarter of 2003	Euro-Africa Division	seminary in Bulgaria, and evangelistic center in Paris	1	1	0	2
first quarter of 2004	Trans-European Division	lay training center in South Sudan Field, media and internet evangelism in Scandinavia, and establish 12 congregations/churches in Israel Field	0	3	0	3
second quarter of 2004	West Central Africa Division	radio station tower in Yaoundé, secondart school in Douala, evangelistic centers/churches in Congo, Church of Valley View University in Ghana, phase two of hospital in Ghana, and four schools in Ghana	4	2	0	6
third quarter of 2004	Southern Asia Division	classroom and men's dormitory for Lowry College, dining hall for Flaiz College, library for Northeast College, dormitories for Adventist schools in newly entered areas in India, and up to 50 chapels for congregations in India	5	0	0	5
fourth quarter of 2004	Euro-Asia Division	churches in two cities in eastern Ukraine, dormitory for Ukranian Adventist Institute of Arts and Sciences, and churches in the Russian Federation	3	0	0	3
first quarter of 2005	Inter-American Division	expand La Voz de la Esperanza radio station to cover all Haiti, build two evanvelistic centers to train lay workers for ministry in Haiti, penetrate with the gospel unreached areas in Haiti, and build a girls' dormitory in Antillian Adventist University in Puerto Rico	3	0	1	4
second quarter of 2005	North American Division	build a training center to evangelize Jewish people in Florida, build a TV studio for the Adventist Communication Center in Texas, install two radio stations in north Minnesotta and Portland, and install a TV station in New York city	3	0	1	4
third quarter of 2005	North Asia Pacific Division	Internet evangelism in Japan, evangelistic center and church in Ulreng Island in Korea, and global mission pioneer team to plant 5 churches in unreached areas in Taiwan	0	2	1	3
fourth quarter of 2005	South Asia Pacific Division	establish at least two community outreach and church support center in Bacca Bangladesh with very little Adventist presence, build a church for 750 members in Phnom Penh Cambodia in the 10/40 window, help construct buildings of Guam Adventist Academy which was destroyed by hurricane, and build 10 chapels in Sri Lanka where new congregations do not have a meeting place.	2	2	0	4

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
first quarter of 2006	South Africa Indian Ocean	dormitory for Malawi Adventist School, and dormitory and classrooms for Mozambique Seminary	2	0	0	2
second quarter of 2006	South American Division	rebuild men's dormitory for Petropolis Adventist School in Brazil, rebuild men's dormitory of EDESSA (Espiritu Santo Adventist School) in Brazil, build 7 churches in newly reached regions in East Brazil Union, and build chapel for congregations in Northwest Argentina Mission	4	0	0	4
third quarter of 2006	South Pacific Division	buy a new missionary airplane for Papua New Guinea Union/Mission, and provide a worship and evangelism center for students at Suva Fiji	0	1	1	2
fourth quarter of 2006	East Central Africa Division	maternity surgery unit for Songa Adventist Hospital (the only medical service in hundreds of kilometers), help establish offices of a new Union/Mission in northeast Congo (a high-growth area of the church), build classroom for Ethiopia Adventist High School (a 100-student institution in South Ethiopia), and build a health center in Bugema University, and surgery unit for Kendu Adventist Hospital	3	1	0	4
first quarter of 2007	Euro Africa Division	evangelistic campaign in Ginebra Switzerland, evangelistic campaign in Istanbul Turkey, and media center in Darmstadt Germany	1	2	0	3
second quarter of 2007	Trans-European Division	church for Ghanian believers in Amsterdam Holland, and Arts and Crafts School and Student Center in Nilo Union Academy in Egypt, and dormitory for academy in South Sudan Field	2	1	0	3
third quarter of 2007	West Central Africa Division	churches for existing congregations in Benin, Ghana, Liberia, Nigeria, Sierra Leone; High School in Nigeria and elementary school in Cameroun; complete construction of first phase of Buea Adventist Hospital in Cameroun; establish training center for evangelists in Liberia, Nigeria, and Sierra Leone	3	1	0	4
fourth quarter of 2007	South Asia Division	High School with dormitory in Ongole East India, men's dormitory for Raymond Memorial High School in West Bengala India, twenty church buildings for existing congregations in Orissa State India, twenty churches throughout South Asia Division	4	0	0	4
first quarter of 2008	Euro-Asia Division	better living center and church in Almaty, Kazakhstan; churches in Brest, Belarus, Chisinau (Kishinev), Moldova, Irkutsk, Krasnodar, and Petropavlovsk-Kamchatsky, Russia	1	1	0	2

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
second quarter of 2008	Inter-American Division	dormitory worship halls at the University of the Southern Caribbean in Trinidad, churches for existing congregations and lay training centers in the Inter-oceanic Union of Mexico	2	0	0	2
third quarter of 2008	North American Division	help establish hundreds of Adventist radio stations in cities throughout Canada, expand outreach and effectivity of Lifetalk radio network in the United States and nearby areas	1	1	0	2
fourth quarter of 2008	North Asia Pacific Division	Mongolia; dormitory for students; establish a Chinese-speaking church in Tokyo; Taiwan: launch a Chinese-language TV ministry with Hope Channel	1	2	0	3
first quarter of 2009	South Asia Pacific Division	classroom building for Palawan Adventist School in the Philippines, High School in Dumaguete Central Philippines, High School in Zamboanga, South Philippines	3	0	0	3
second quarter of 2009	South Africa Indian Ocean	replace elementary schools at Cuale and Quicuco that were devastated during the 30 years of civil war in Angola, help build classroom and administration block for recently-established Bongo University in Angola, build a library for the recently-established Adventist University in Zambia	3	0	0	3
third quarter of 2009	South American Division	Construction of dormitory for Amazonas Adventist University in Belem Brasil, modernize classrooms, dormitories and cafeteria at Ecuador Adventist Technical Institute, development and upgrades to Nuevo Tiempo radio in Ecuador	3	0	0	3
fourth quarter of 2009	South Pacific Division	Illustrative material for children's Sabbath School in Trans-Pacific Union, relocate Fulton College in Fiji	2	0	0	2
first quarter of 2010	West Central Africa Division	hospital in Bujumbura in Burundi, multipurpose building at Central Africa University in Kigali, Rwanda; train children's ministry leaders and provide materials for teaching children in Rwanda; Children's project: provide school uniforms for children in Rwanda	3	1	0	4
second quarter of 2010	Euro-Africa Division	Church building for multiethnic groups in Bruselas Belgium??, church building for Rumana congregation in Bulgaria, expand and renovate missionary school in Madeira Island Portugal	1	2	0	3
third quarter of 2010	Trans-European Division	establish an international church in Copenhagen Denmark, provide a church for an active congregation near Helsinki Finland, renovate the Polish Union campground at Zatonie Poland, Children's project: Bibles for children in Pakistan, Israel and Sudan	4	0	0	4
fourth quarter of 2010	Inter-American Division	reconstruction of Haiti's church buildings after 2010 earthquake	1	0	0	1

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
first quarter of 2011	South Asia Division	new classrooms for three Adventist High Schools in India, eight church buildings for existing congregations in southern Asia, Children's project: implement new Sabbath School classes in the referenced churches	3	0	0	3
second quarter of 2011	Euro-Asia Division	church buildings for three congregations in Azerbaijan and Russia, Sabbath School lesson materials for children in Armenia, Azerbaijan, and Georgia	2	0	0	2
third quarter of 2011	West Central Africa Division	Church building for Valley View University in Ghana, science building for Consendai Adventist University in Cameroun, Children's Project: school supplies and invitations to attend Sabbath School	3	0	0	3
fourth quarter of 2011	North American Division	establish a church among the native Navajo people in the southwestern area of the United States, provide resources to train Bible workers and establish churches among refugees in North America, train and equip native young people to share God's love through programs of Christian culture among native populations in North America	0	1	2	3
first quarter of 2012	North Asia Pacific Division	youth training center in Mongolia, build a church for Amami Oshima congregation in Japan, build a multicultural community help center in Korea, and radio/TV evangelistic programs in Chinese language.	3	1	0	4
second quarter of 2012	South Asia Pacific Division	expand Manado Adventist Hospital in east Indonesia, medical equipment for Medan Adventist Hospital in west Indonesia, expand Yangon Adventist Seminary in Myanmar, and Bibles for children in a southeast Asia country that remains anonymous	3	0	1	4
third quarter of 2012	Southern Africa-Indian Ocean	provide programming and MP3 players for the Himba/Herero people of Namibia, build a multipurpose building for the Zurcher Adventist University of Madagascar, build a classroom block for Mahajanga Adventist High School in northwestern Madagascar, build an orphanage in Antananarivo Madagascar, build a classroom block for Riverside Adventist School in Cape Town South Africa, Children's Project: build a children's worship center for an existing congregation in north-eastern South Africa	3	1	1	5

Quarter	World Division	Projects Description	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
fourth quarter of 2012	South American Division	build churches for existing congregations in West Central Brazil Union, build church in Brazil Central Adventist Institute, build churches for existing congregations in North Peruvian Union, build auditorium for Chiclayo Adventist School, and provide training center for children small group leaders in Peru	5	0	0	5
TOTALS			249	107	26	382

APPENDIX B

SUMMARY OF MISSION PROJECTS ANNOUNCED IN *SABBATH SCHOOL* AND *MISSION QUARTERLIES* (1980-2012)

Years	Clearly for established work	Possibly for new areas	Clearly for reaching the unreached	Total
1980-1982	19	7	0	26
1983-1984	17	2	0	19
1985-1986	16	7	0	23
1987-1988	14	5	2	21
1989-1990	15	8	3	26
1991-1992	13	6	1	20
1993-1994	16	4	6	26
1995-1996	8	16	2	26
1997-1998	10	13	0	23
1999-2000	16	7	2	25
2001-2002	11	5	1	17
2003-2004	20	7	1	28
2005-2006	17	6	4	27
2007-2008	15	8	0	23
2009-2010	20	3	0	23
2011-2012	22	3	4	29
TOTALS	249	107	26	382

APPENDIX C

MISSIONARY ASSIGNMENT REPORT (1999-2012)

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1	SSD	Construction and Plant Manager	ECD	East-Central Africa Division					1	
2	SSD	Engineer	EAD	The University of Arusha	1					
3	SSD	Dentist	ECD	Djibouti Adv Health Centre		1				
4	SSD	Dentist	EAD	Djibouti Adv Health Centre		1				
5	SSD	Dentist	EAD	Adv Health Centre Lilongwe		1				
6	SSD	Admin Office Secretary	ECD	East-Central Africa Division					1	
7	SSD	Admin Office Secretary	ECD	East-Central Africa Division					1	
8	SSD	Secretary	EAD	Univ. of Eastern Africa Baraton	1					
9	SSD	Bookkeeper/Clerk	ECD	Djibouti Adv Health Centre		1				
10	SSD	Bookkeeper/Clerk	ECD	Djibouti Adv Health Centre		1				
11	SSD	Bookkeeper/Clerk	EAD	Djibouti Adv Health Centre		1				
12	SSD	Bookkeeper/Clerk	EAD	Djibouti Adv Health Centre		1				
13	SPD	ADRA Programs Director	NSD	ADRA-Mongolia						1
14	SPD	ADRA Programs Director	NSD	ADRA-Mongolia						1
15	NAD	Dentist	IAD	Antigua SDA Dental Clinic		1				
16	NAD	Dental Assistant	IAD	Antigua SDA Dental Clinic		1				
17	WAD	ADRA Int'l/Assist Dir. for Monitoring and Eval.	GC	ADRA International (GC)						1
18	WAD	ADRA SunPlus Coord	ECD	ADRA-Africa Regional Office						1
19	WAD	SunPlus Coord, ADRA-Africa Reg. Office	ECD	ADRA-Africa Regional Office						1
20	WAD	ADRA Admin Assit	ECD	ADRA-Africa Regional Office						1
21	IAD	Physician/Dean, School of Medicine	SAD	River Plate Adventist University	1					
22	SSD	Associate Treasurer	SID	Southern Africa-Indian Ocean Division					1	
23	SSD	Administrative Secretary	SID	Southern Africa-Indian Ocean Division					1	
24	SID	Director of Church Development	SPD	New Zealand Pacific Union Conference					1	
25	WAD	Senior Lecturer, Technology Dept	ECD	Univ. of Eastern Africa Baraton	1					
26	AID	Farm Manager	EAD	Univ. of Eastern Africa Baraton	1					
27	WAD	Librarian/Teacher	ECD	Univ. of Eastern Africa Baraton	1					
28	AID	Librarian/Teacher	EAD	Univ. of Eastern Africa Baraton	1					
29	NAD	Administrator	ESD	Adv Health Ctr, Moscow		1				
30	WAD	Assistant Director, GCAS	ECD	GCAS Trans Africa Area					1	
31	WAD	Office Secretary	ECD	East-Central Africa Division					1	
32	WAD	Office Secretary	ECD	East-Central Africa Division					1	
33	SSD	Union Treasurer	SPD	Papua New Guinea Union Mission		1				
34	SSD	Director/Dentist	ECD	Kigali Dental Clinic		1				
35	SSD	Dentist	EAD	Adv Health Centre Lilongwe		1				
36	SSD	Dentist/Director	SID	Adv Health Centre Lilongwe		1				
37	SSD	Dentist	ECD	Kigali Dental Clinic		1				
38	SSD	Dentist	EAD	Adv Health Centre Lilongwe		1				
39	SSD	Dentist	EAD	Adv Health Centre Lilongwe		1				
40	SSD	Dentist	SID	Adv Health Centre Lilongwe		1				
41	SSD	Dentist	EAD	Adv Health Centre Lilongwe		1				
42	NAD	President	SSD	Asia-Pacific Int. University	1					
43	NAD	ESL Teacher/Office Secretary	SSD	Asia-Pacific Int. University	1					
44	NAD	ESL Teacher/Office Secretary	SSD	Asia-Pacific Int. University	1					
45	TED	Pastor	IAD	French Guiana Mission					1	
46	NAD	Director, E G White-SDA Research Ctr	IAD	Central American Adv Univ	1					
47	NAD	Home Sch Teacher/English & Math Teacher	IAD	Haitian Junior Academy	1					
48	NAD	Home School Teacher	IAD	Central American Adv Univ	1					
49	NAD	Dir of Chaplaincy Dept	NSD	Hongkong Adventist Hospital		1				
50	IAD	General Secretary	SPD	French Polynesia Mission					1	
51	NAD	Senior Accountant for ESD	EUD	Eastern Europe Financial Centre					1	
52	SID	President	SPD	New Caledonia Mission					1	
53	NAD	Home School Teacher	TED	Greater Middle East Union Mission					1	
54	NAD	Home School Tchr	TED	Greater Middle East Union Mission					1	
55	NAD	Assistant Radio Producer	TED	Greater Middle East Union Mission					1	
56	NAD	Dept Dir, Communication	EUD	Turkey Field					1	
57	NAD	Bible Worker	EUD	Turkey Field					1	
58	IAD	Global Miss Dir and Publishing Dept Director	ESD	Southern Union Mission					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
59	SAD	Pastor/Center of Influence Director	GMEU	Gulf Field					1	
60	EUD	Church Pastor	IAD	French Guiana Mission					1	
61	NAD	French Translator	IAD	Inter-American Division						1
62	NAD	Field Secretary/ADRA	IAD	Inter-American Division					1	
63	NAD	Pastor	SSD	Korean SDA Church					1	
64	NSD	Korean Pastor	SAD	Paraguay Mission					1	
65	TED	ADRA Director	ECD	Tanzania Union Mission						1
66	TED	ADRA Director	EAD	Tanzania Union Mission						1
67	TED	Nurse	WAD	Chad Mission		1				
68	TED	Nurse	WAD	Chad Mission		1				
69	NAD	Pilot/Engineer	SPD	Papua New Guinea Union Mission					1	
70	NAD	Librarian	SSD	Ekamai International School	1					
71	NAD	Librarian	SSD	Ekamai International School	1					
72	TED	Theology & Religion Instructor	EAD	Univ. of Eastern Africa Baraton	1					
73	TED	President	TED	Sudan Field					1	
74	TED	Nursing Lecturer	EAD	Univ. of Eastern Africa Baraton	1					
75	NAD	Administrator	SSD	Ekamai Intl School & Adv. Ekamai Sch.	1					
76	NAD	Office Secretary	NSD	Hongkong Adventist Hospital		1				
77	NAD	Asst to Asia Pacific Research Center Director	AIAS	Adv Int Inst of Advanced St	1					
78	NAD	Health Educator	NSD	Hongkong Adventist Hospital		1				
79	NAD	Assistant Professor, Public Health	AIAS	Adv Int Inst of Advanced St	1					
80	NAD	Instructor, Nursing Dept	ECD	Univ. of Eastern Africa Baraton	1					
81	NAD	Nursing Instructor-	EAD	Univ. of Eastern Africa Baraton	1					
82	NAD	Chair, Dept of Nursing	WAD	Valley View University	1					
83	NAD	Counselling Lecturer/Dir E G White Res	ECD	Univ. of Eastern Africa Baraton	1					
84	NAD	Counselling Lecturer	EAD	Univ. of Eastern Africa Baraton	1					
85	NAD	Director of Counseling Services	WAD	Valley View University	1					
86	SSD	Dentist	AID	Kigali Dental Clinic		1				
87	SSD	Dentist	ECD	Kigali Dental Clinic		1				
88	SSD	Home School Teacher	EAD	Mwami Adventist Hospital		1				
89	SSD	HSI Tutor	EAD	Mwami Adventist Hospital		1				
90	SSD	Home School Teacher	SID	Mwami Adventist Hospital		1				
91	NAD	Head, Bus Dept, & Professor	SAU	Bethel College	1					
92	SSD	Physician/Gen Practice	EAD	Mwami Adventist Hospital		1				
93	SSD	Physician/Anesthesiology/General Surgery	SID	Mwami Adventist Hospital		1				
94	SSD	Physician	AID	Kigali Adventist Polyclinic		1				
95	SSD	Physician	ECD	Kigali Adventist Polyclinic		1				
96	NAD	Professor - Business Dept	SAU	Bethel College	1					
97	TED	President	SSD	Cambodia Adventist Mission					1	
98	TED	Office Secretary	SSD	Cambodia Adventist Mission					1	
99	WAD	Academy Principal	SSD	Lakpahana Adv Col & Sem	1					
100	WAD	Home School Teacher	SSD	Lakpahana Adv Col & Sem	1					
101	NAD	Physician/Medical Director	WAD	Bere Adventist Hospital		1				
102	SSD	Physician/Pediatrician	EAD	Malamulo Hospital		1				
103	SSD	Physician/Pediatrician	SID	Malamulo Hospital		1				
104	SSD	Dentist	EAD	Malamulo Hospital		1				
105	SSD	Dentist	SID	Malamulo Hospital		1				
106	SAD	Professor, Research	IAD	Montemorelos University	1					
107	TED	Library Assistant	SSD	Asia-Pacific Int. University	1					
108	TED	Elem Teacher	TED	Middle East University	1					
109	TED	Professor, Dean, Faculty of Religion	SSD	Asia-Pacific Int. University	1					
110	TED	Professor, Dean, Faculty of Religion	SSD	Asia-Pacific Int. University	1					
111	TED	Academic Dean	TED	Middle East University	1					
112	SAD	Physician/Surgeon	AID	Mugonero Hospital		1				
113	SAD	Physician/Surgeon	ECD	Heri Adventist Hospital		1				
114	SAD	Physician/Surgeon	EAD	Heri Adventist Hospital		1				
115	SAD	Physician/Surgeon	SID	Blantyre Adventist Hospital		1				
116	SAD	President	AID	Burkina Faso Mission					1	
117	SAD	President - Sahel Union Mission	AID	Sahel Union Mission					1	
118	SAD	President	AID	Benin Mission					1	
119	SAD	Vice President	SID	Southern Africa-Indian Ocean Division					1	
120	SAD	Vice President	SID	Southern Africa-Indian Ocean Division					1	
121	SAD	President	WAD	Sahel Union Mission					1	
122	SAD	Assist Accountant	AID	Benin Mission					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
123	SAD	Department Director/Office Secretary	AID	Sahel Union Mission					1	
124	SAD	Office Secretary	SID	Southern Africa-Indian Ocean Division					1	
125	SAD	Admin Office Secretary	SID	Southern Africa-Indian Ocean Division					1	
126	SAD	Departmental Director	WAD	Sahel Union Mission					1	
127	NAD	President	IAD	Colombian Islands Mission					1	
128	SPD	ADRA Country Director	SUD	ADRA-Nepal						1
129	NAD	ADRA Country Director	AID	ADRA-Guinea-Conakry						1
130	SPD	ADRA Accountant/Secretary	SUD	ADRA-Nepal						1
131	EUD	VP for Academic Admin	SAD	River Plate Adventist University	1					
132	SAD	Hispanic Evangelist	NAD	Southern California Conference				1		
133	NAD	Dentist	IAD	Community Hospital of SDA			1			
134	SAD	Departmental Director	EUD	North German Union Conference					1	
135	SAD	Assoc Secy, Ministerial Assn	GC	General Conference					1	
136	SAD	Assoc Director, Womens Ministries	GC	General Conference					1	
137	NAD	Optometrist	EAD	Adv Health Centre Lilongwe			1			
138	NAD	Optometrist	SID	Adv Health Centre Lilongwe			1			
139	NAD	HSI Teacher	EAD	Adv Health Centre Lilongwe	1					
140	NAD	Dispensing Optician	EAD	Adv Health Centre Lilongwe			1			
141	NAD	Dispensing Optician	SID	Adv Health Centre Lilongwe			1			
142	ECD	ADRA Country Director-Sierra Leone/Gambia	WAD	ADRA-Sierra Leone						1
143	NAD	Secretary - Chinese Union Mission	NSD	Chinese Union Mission					1	
144	NAD	President	NSD	Taiwan Mission					1	
145	SPD	ADRA Country Director	TED	ADRA-Sudan South						1
146	SPD	Finance Director	TED	ADRA-Sudan South						1
147	SPD	ADRA Planning Director	TED	ADRA-Sudan South						1
148	SPD	ADRA-Admin Asst/Office Secretary	TED	ADRA-Sudan						1
149	SPD	Administrative Assistant	TED	ADRA-Sudan						1
150	NAD	Dentist	ECD	SDA Health Services, Nairobi			1			
151	NAD	Dentist	EAD	SDA Health Services, Nairobi			1			
152	NAD	Country Director, ADRA	TED	ADRA-Sudan South						1
153	NAD	ADRA, Administrative Assistant	TED	ADRA-Sudan South						1
154	NAD	Hostel Parent & Home Economic Teacher	ECD	Maxwell Adventist Academy	1					
155	NAD	Hostel Parent & Home Economics Teacher	ECD	Maxwell Adventist Academy	1					
156	SAD	ADRA Togo Country Director	WAD	ADRA-Togo						1
157	TED	President/PARL Director	TED	Greater Middle East Union Mission					1	
158	TED	President/PARL Director	GMEU	Greater Middle East Union Mission					1	
159	TED	Family Ministries/Shepherdess	TED	Greater Middle East Union Mission					1	
160	TED	Family Min Director/Shepherdess	GMEU	Greater Middle East Union Mission					1	
161	WAD	Admissions Officer	SID	Solusi University	1					
162	WAD	Dir, Quality Control/Project Manager	SID	Solusi University	1					
163	NAD	Theology Professor	IAD	Montemorelos University Hosp	1					
164	NSD	Personal Assistant (Office Secy level)	GMEU	Greater Middle East Union Mission					1	
165	SSD	Off Sec-Tre (GCAS)	ESD	Euro-Asia Division					1	
166	SSD	Senior Regional Mgr, GCAS	ESD	GCAS Trans Euro Asia Area					1	
167	NAD	Old Testament Theology Professor	IAD	Dominican Adventist Univ	1					
168	WAD	ADRA Country Director	ECD	ADRA-Kenya						1
169	AID	ADRA Country Director	EAD	East African Union						1
170	SSD	Associate Professor, Chair/Business Mgt & IT	ECD	Adventist Univ. of Central Africa	1					
171	SSD	Assistant Professor	EAD	Ethiopian Adventist College	1					
172	NAD	Assoc Professor	SID	Solusi University	1					
173	SSD	Assistant Professor, English/Librarian	ECD	Adventist Univ. of Central Africa	1					
174	SSD	Instructor	EAD	Ethiopian Adventist College	1					
175	NAD	Assistant Librarian	SID	Solusi University	1					
176	NAD	Medical Director/Surgeon	SUD	Scheer Memorial Hospital			1			
177	NAD	Medical Records Secretary	SUD	Scheer Memorial Hospital			1			
178	ESD	Minister, Global Mission Project	EUD	MISSERM				1		
179	TED	Secondary Teacher	SSD	Lakpahana Adv Col & Sem	1					
180	TED	Womens & Childrens Ministries Director	TED	Lebanon					1	
181	TED	Womens & Childrens Ministries Director	TED	Lebanon					1	
182	TED	Women's & Children's Min Dir	GMEU	Greater Middle East Union Mission					1	
183	TED	Pastor & Head of Seminary	SSD	Lakpahana Adv Col & Sem				1		
184	TED	Dean, Faculty of Theo/Adv Muslim Relations Dir	TED	Greater Middle East Union Mission	1					
185	TED	Dean, Facy of Theo/Adv Mus Rel Dir/GM	GMEU	Middle East University	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
		Coord/Lias for PM&SS								
186	SSD	Teacher	WAD	Adv University, Cosendai-Cameroon	1					
187	SSD	Vice Rector	WAD	Adv University, Cosendai-Cameroon	1					
188	SSD	Dentist/Head, Dentistry Dept	SID	Adv Health Centre Lilongwe		1				
189	SSD	Dentist	SID	Lusaka Adventist Dental Services		1				
190	SSD	Dentist	SID	Adv Health Centre Lilongwe		1				
191	SSD	Dentist	SID	Lusaka Adventist Dental Services		1				
192	NAD	Dean of College of Business and Hospitality Mgmt	IAD	Northern Caribbean University	1					
193	NAD	Assistant Professor, Religion & Theology	IAD	Northern Caribbean University	1					
194	EUD	Personal Assistant	GMEU	ADRA-Tunisia						1
195	EUD	Country Director	EUD	ADRA-Tunisia						1
196	EUD	ADRA Country Director	GMEU	ADRA-Tunisia						1
197	EUD	Office Secretary	WAD	Central African Union Mission					1	
198	EUD	President	WAD	Central African Union Mission					1	
199	NAD	Assistant Professor	NSD	Taiwan Adventist College	1					
200	NAD	Instructor	NSD	Unknown	1					
201	SSD	Associate Professor/Dept Head	ECD	Univ. of Eastern Africa Baraton	1					
202	SSD	Accountant	ECD	Univ. of Eastern Africa Baraton	1					
203	SSD	Accountant	ECD	Univ. of Eastern Africa Baraton	1					
204	NAD	Interim ADRA Director	SSD	ADRA-Philippines						1
205	NAD	Administrator	SUD	Services Association of SDA					1	
206	NAD	Office Secretary	SUD	Services Association of SDA					1	
207	NAD	Dept Dir, IT	SSD	Southern Asia-Pacific Division					1	
208	SPD	Associate Director Comm Dept	GC	General Conference					1	
209	SPD	Administrative assistant (CA vote 3/22/05)	GC	General Conference					1	
210	SSD	Science Teacher	AID	Adventist Univ. of Central Africa	1					
211	SSD	Science Teacher	AID	Adventist Univ. of Central Africa	1					
212	SSD	Senior Lecturer/Assistant Professor	SPD	Pacific Adventist University	1					
213	SSD	Business Manager	AID	Adventist Univ. of Central Africa	1					
214	SSD	Associate Professor, Business Studies	SPD	Pacific Adventist University	1					
215	NAD	Director of Staff Training/ Development	TED	AWR-Europe					1	
216	NAD	Counselor	IAD	Antillean Adventist University	1					
217	NAD	Associate Professor	IAD	Antillean Adventist University	1					
218	TED	Marketing Manager, ADRA (eg. to Admin Off Sec)	SSD	ADRA-Bangladesh						1
219	TED	Pollywog Director (eq. to Assoc Dept Dir)	SSD	Bangladesh Union Mission					1	
220	TED	ADRA Country Director	SSD	ADRA-Bangladesh						1
221	TED	Chief Financial Officer/ Publishing Assoc Review & Herald	GC	Review and Herald Pub Assoc			1			
222	NAD	Academic Dean	NSD	Korea SDA Language Institutes	1					
223	SUD	Associate Treasurer	AID	East Congo Union Mission					1	
224	SUD	Treasurer	ECD	East Congo Union Mission					1	
225	SUD	Assistant ADRA Director	ECD	East Congo Union Mission						1
226	SAD	Professor, School of Music	IAD	Montemorelos University	1					
227	NAD	Physician/Surgeon	NAD	Guam SDA Clinic		1				
228	NAD	Physician/Surgeon	SSD	Guam SDA Clinic		1				
229	NAD	Director	SSD	Cambodia Adventist Mission					1	
230	NAD	Office Secretary	SSD	Cambodia Adventist Mission					1	
231	NAD	Office Secretary	SSD	Cambodia Adventist Mission					1	
232	NAD	Director, ADRA	IAD	ADRA-Haiti						1
233	NAD	HIS Home School Teacher	SUD	SDA Seminary, Jalandhar	1					
234	NAD	Instructor	SUD	SDA Seminary, Jalandhar	1					
235	SSD	Assistant Professor	ECD	Univ. of Eastern Africa Baraton	1					
236	SSD	Assistant Professor / Business Dept	EAD	Univ. of Eastern Africa Baraton	1					
237	SSD	Assistant Food Director	ECD	Univ. of Eastern Africa Baraton	1					
238	SSD	Acting Food Director	EAD	Univ. of Eastern Africa Baraton	1					
239	SSD	Business Manager	SPD	Sonoma Adventist College	1					
240	SSD	Lecturer	SPD	Sonoma Adventist College	1					
241	AID	Business Instructor	EAD	Solusi University	1					
242	ECD	Professor	SID	Helderberg College	1					
243	AID	Professor	SAU	Helderberg College	1					
244	IAD	Dept Director/Field Secretary	AID	Africa-Indian Ocean Division					1	
245	IAD	Dept Director/Field Secretary	WAD	West-Central Africa Division					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
246	IAD	Administrative Secretary	AID	Africa-Indian Ocean Division					1	
247	IAD	Assistant Secretary	WAD	West-Central Africa Division					1	
248	NAD	High School English Teacher	SSD	Ekamai International School	1					
249	NAD	ADRA Country Director	ECD	ADRA-Ethiopia						1
250	SAD	technical assistant (AC-vote 8/24/05)	GC	Adventist Risk Management					1	
251	SAD	Associate Director, Dept of Education	GC	General Conference					1	
252	SAD	President/ADRA Country Director	AID	Senegal/Mauritania Mission						1
253	SAD	President	WAD	Senegal/Mauritania Mission					1	
254	SAD	Office Secretary	AID	Senegal/Mauritania Mission					1	
255	SAD	Office Secretary	WAD	Senegal/Mauritania Mission					1	
256	WAD	cler - Ministerial Assoc. (AC vote 8/24/05-date conf HR9/29)	GC	General Conference					1	
257	WAD	Secretary	GC	General Conference					1	
258	SID	Office Secretary	SSD	Southeast Asia Union Mission					1	
259	SID	Treasurer	SSD	Southeast Asia Union Mission					1	
260	NAD	Office Secretary, ADRA	SUD	ADRA-Bhutan/Tibet						1
261	NAD	Guest Coordinator/Library Assistant	SSD	Chiangmai Adventist Academy	1					
262	NAD	Director, ADRA	SUD	ADRA-Bhutan/Tibet						1
263	NAD	Administrator-SAUM Chaing Mai Adv Educ Ctr	SSD	Chiangmai Adventist Academy	1					
264	NSD	Office Secretary	SSD	Southern Asia-Pacific Division					1	
265	SSD	Lab Tech & Accountant	EAD	Yuka Adventist Hospital		1				
266	SSD	Lab Tech & Accountant	SID	Yuka Adventist Hospital		1				
267	SSD	Medical Technologist	SUD	Scheer Memorial Hospital		1				
268	SSD	Asst Business Manager/Patient	SUD	Scheer Memorial Hospital		1				
269	SSD	Development Director	WAD	Batouri Adventist Hospital		1				
270	SSD	Physician/Family Practice	EAD	Yuka Adventist Hospital		1				
271	SSD	Physician/Family Practice	SID	Yuka Adventist Hospital		1				
272	SSD	Physician/Internist	SUD	Scheer Memorial Hospital		1				
273	SSD	Physician	WAD	Batouri Adventist Hospital		1				
274	SAD	Per Min, Pub, SS Dept Director	EUD	Euro-Africa Division					1	
275	SAD	Instructor/TV Production Coordinator	IAD	Montemorelos University	1					
276	SAD	Administrative Office Secretary	ESD	Zaoksky Adventist University	1					
277	ECD	Accountant	WAD	Central African Union Mission					1	
278	ECD	Accountant	WAD	Central African Union Mission					1	
279	NAD	ADRA Country Director	SSD	ADRA-Thailand						1
280	NAD	ADRA Country Director	GMEU	ADRA-Iraq						1
281	NAD	ADRA Assttnt Prog Director Darfur	TED	ADRA-Sudan						1
282	NAD	President	TED	Egypt-Sudan Field					1	
283	NAD	Registrar/Webmaster/Literature Dept	TED	Nile Union Academy	1					
284	NAD	Registrar/Treasurer	TED	Nile Union Academy	1					
285	IAD	Physician	EAD	Malamulo Hospital		1				
286	IAD	Physician	SID	Malamulo Hospital		1				
287	NAD	Vice Pres/Min Assn Dir	SID	Mozambique Union Mission					1	
288	NAD	Pastor/Portuguese	SID	Transvaal Conference				1		
289	NAD	Office Secretary	SID	Mozambique Union Mission					1	
290	NAD	Office Secretary	SID	Mozambique Union Mission					1	
291	SAD	President	ESD	Euro-Asia Division					1	
292	SAD	Administrative Asst (Trearury)	ESD	Euro-Asia Division					1	
293	SAU	President	NAD	Oregon Conference					1	
294	SAU	Office Secretary	NAD	Oregon Conference					1	
295	SAU	President	AIIAS	Adv Int Inst of Advanced St	1					
296	SAU	Associate Professor	AIIAS	Adv Int Inst of Advanced St	1					
297	NAD	Seminary Editor	AIIAS	Adv Int Inst of Advanced St	1					
298	NAD	Professor/Department Head	AIIAS	Adv Int Inst of Advanced St	1					
299	NAD	Office Secretary	EAD	Eastern Africa Division					1	
300	NAD	Office Secretary	SID	Southern Africa-Indian Ocean Division					1	
301	NAD	Associate Director, GCAS	SID	Southern Africa-Indian Ocean Division					1	
302	NAD	Physician	WAD	Bere Adventist Hospital		1				
303	SSD	Accountant	AID	Indian Ocean Union Mission					1	
304	SSD	Chief Accountant	AID	West Congo Union Mission					1	
305	SSD	Chief Accountant	ECD	West Congo Union Mission					1	
306	SSD	Treasurer	AID	Indian Ocean Union Mission					1	
307	SSD	Treasurer	AID	West Congo Union Mission					1	
308	SSD	Treasurer	ECD	West Congo Union Mission					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
309	TED	Section Leader/Pastor	GMEU	Gulf Section				1		
310	TED	Office Secretary	GMEU	Gulf Section					1	
311	SAU	ADRA Director	EAD	Zimbabwe Union						1
312	SAD	District Pastor	TED	Albania Mission of SDA				1		
313	NAD	Home School Teacher	AID	Babcock University	1					
314	NAD	Home School Teacher	WAD	Babcock University	1					
315	NAD	Vice President for Development	AID	Babcock University	1					
316	NAD	Vice President for Development	WAD	Babcock University	1					
317	NAD	Optometrist	SSD	Guam SDA Clinic		1				
318	TED	Grocery Store Supervisor	AID	Babcock University	1					
319	TED	Grocery Store Supervisor	AID	Babcock University	1					
320	TED	Maintenance Manager	AID	Babcock University	1					
321	NAD	Vice President of Finance	SSD	Bangkok Adventist Hospital		1				
322	NAD	Dean of Girls	SSD	Bangkok Adventist Hospital		1				
323	NAD	Evangelism Coordinator	SSD	Papua Mission					1	
324	NAD	ADRA Country Director	SID	Mozambique Union Mission						1
325	NAD	Home School Teacher	SSD	Papua Mission	1					
326	NAD	Elementary School Teacher	NSD	Taiwani Adventist American School	1					
327	NAD	Associate ADRA Director	AID	East Congo Union Mission						1
328	SAD	Assoc Dir, Biblical Research Institute	GC	General Conference					1	
329	NAD	President	SSD	Bangladesh Union Mission					1	
330	NAD	Dept Director, Adventist Mission	SSD	Southern Asia-Pacific Division					1	
331	NAD	Family and Children's Min Dir	SSD	Bangladesh Union Mission					1	
332	NAD	Asst Professor	SSD	Adventist University of the Philippines	1					
333	NAD	Dental Hygienist	NAD	Guam SDA Clinic		1				
334	NAD	Dental Hygienist	SSD	Guam SDA Clinic		1				
335	NAD	Maintenance Helper	NAD	Guam SDA Clinic		1				
336	NAD	Maintenance Helper	SSD	Guam SDA Clinic		1				
337	SPD	Publishing Director	SSD	Southeast Asia Union Mission			1			
338	SPD	Office Secretary	SSD	Southeast Asia Union Mission					1	
339	SPD	Administrative Secretary	EAD	Eastern Africa Division					1	
340	SPD	ADRA Director	EAD	Eastern Africa Division						1
341	NAD	Physician/Internal Medicine	SSD	Guam SDA Clinic		1				
342	SID	Assoc Dir, Communication Dept	GC	General Conference					1	
343	SID	Assistant Dept Director in Stewardship	GC	General Conference					1	
344	IAD	Secretary/Treasurer	GMEU	Turkey-North Cyprus Field					1	
345	NAD	ADRA Office Secretary	ECD	West Congo Union Mission						1
346	NAD	ADRA Office Secretary	ECD	West Congo Union Mission						1
347	NAD	ADRA Director	ECD	West Congo Union Mission						1
348	NAD	ADRA Country Director	IAD	ADRA-Honduras						1
349	NAD	ADRA Country Director	SAD	ADRA-Peru						1
350	NAD	ADRA Office Secretary	WAD	ADRA-Niger						1
351	NAD	ADRA Country Director	WAD	ADRA-Niger						1
352	TED	Associate Professor of Theology	TED	Pakistan Adventist Seminary	1					
353	TED	Associate Professor	TED	Pakistan Adventist Seminary	1					
354	NAD	Business Manager	TED	Pakistan Adventist Seminary	1					
355	TED	Pastor, Emirates & Oman	TED	Gulf Section				1		
356	NAD	Principal	SSD	Delap SDA School System (Majuro)	1					
357	NAD	President	SSD	Sri Lanka Mission of 7th Day Adventists					1	
358	SPD	Principal	TED	Newbold College	1					
359	NAD	Office Secretary	SSD	Sri Lanka Mission of 7th Day Adventists					1	
360	NAD	President	ECD	Ethiopian Union Mission					1	
361	NAD	President	EAD	Ethiopian Union Mission					1	
362	NAD	President	TED	Albania Mission of SDA					1	
363	NAD	Nursing Instructor	EAD	Univ. of Eastern Africa Baraton	1					
364	NAD	Accountant	TED	Sudan Field					1	
365	NAD	Accountant	TED	Sudan Field					1	
366	NAD	Ministerial Association Sec/Admin. Officer	TED	Sudan Field					1	
367	NAD	Dentist/Director	SID	Adv. Med.-Surg. Clinic of Antananarivo		1				
368	NAD	Editor/English Teacher	ESD	Euro-Asia Division	1					
369	NAD	Treasurer	ESD	Euro-Asia Division					1	
370	NAD	ADRA Project Director & Sch Director	TED	Eyira Vocation Sch, Sudan						1

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371	NAD	Business Manager - Yaounde Dental Clinic	AID	Yaounde Dental Clinic		1				
372	NAD	Business Manager	WAD	Yaounde Dental Clinic		1				
373	NAD	Dentist	AID	Yaounde Dental Clinic		1				
374	NAD	Dentist	WAD	Yaounde Dental Clinic		1				
375	SPD	Assistant Professor, Schl of Public Health	GC	Loma Linda University	1					
376	SPD	Administrative Office Secretary	ECD	East-Central Africa Division					1	
377	SPD	Administrative Office Secretary	ECD	East-Central Africa Division					1	
378	SPD	ADRA Economic Devel. Programs Manager	SID	ADRA-Africa Regional Office						1
379	SPD	Chief Executive Officer, AHS	ECD	7th Day Adventist Health Services		1				
380	SPD	Associate Professor, Schl of Public Health	GC	Loma Linda University	1					
381	NAD	Medical Director/Ophthalmologist	AID	Glei Eye Clinic		1				
382	NAD	Medical Director/Ophthalmologist	WAD	Glei Eye Clinic		1				
383	NAD	Ophthalmologist	SAU	Maluti Adventist Hospital		1				
384	NAD	Union President	ECD	Rwanda Union Mission					1	
385	SSD	Instructor, Math	EAD	Solusi University	1					
386	SSD	Chair, Humanities Dept	SID	Solusi University	1					
387	SSD	Administrative Assistant	ECD	East-Central Africa Division					1	
388	SSD	Business Instructor	ECD	Ethiopian Adventist College	1					
389	SSD	Administrative Assistant	ECD	East-Central Africa Division					1	
390	SSD	Business Instructor	EAD	Ethiopian Adventist College	1					
391	SSD	Accountant	EAD	Eastern Africa Division					1	
392	SSD	Associate Treasurer	ECD	East-Central Africa Division					1	
393	SSD	Business Instructor	ECD	Ethiopian Adventist College	1					
394	SSD	Assistant Treasurer	EAD	Eastern Africa Division					1	
395	SSD	Business Instructor	EAD	Ethiopian Adventist College	1					
396	SSD	Associate Medical Dir	IAD	Antillean Adventist Hospital		1				
397	SSD	Physician/Anesthesiologist	IAD	Antillean Adventist Hospital		1				
398	SAD	Theology Teacher	IAD	Linda Vista Academy	1					
399	SAD	Music Teacher	IAD	Colombia Adventist Univ	1					
400	IAD	Associate Editor	GC	General Conference			1			
401	IAD	Assist Prof of Speech-Lang Path & Audio	GC	Andrews University	1					
402	SAD	Prof/Ch. Systematic Theology	AIAS	Adv Int Inst of Advanced St	1					
403	SAD	Registrar	AIAS	Adv Int Inst of Advanced St	1					
404	SAD	Physician/Internal Medicine	IAD	Montemorelos University Hosp		1				
405	SSD	Lecturer	SPD	Sonoma Adventist College	1					
406	SSD	Assistant Professor/Science, Biology	SPD	Sonoma Adventist College	1					
407	SAD	Professor of Theology	GC	Andrews University	1					
408	IAD	Pastor	NAD	New Jersey Conference				1		
409	SAD	Physician/General Surgeon	SID	Kanye Adventist Hospital		1				
410	SAD	Physician/Anesthesiologist	SUD	Scheer Memorial Hospital		1				
411	NAD	Principal	NSD	Hong Kong Adv College	1					
412	NAD	Teacher	NSD	Hong Kong Adv College	1					
413	SPD	Director, Youth Department	GC	General Conference					1	
414	SPD	Editorial Assistant	GC	General Conference					1	
415	SSD	Administrative Office Secretary	NSD	Northern Asia-Pacific Division					1	
416	NAD	Chief Med Officer, Physician/Pediatrician	SUD	Scheer Memorial Hospital		1				
417	SAD	Pastor/Portuguese	SID	Transvaal Conference				1		
418	IAD	ADRA Finance Director	SID	ADRA-Mozambique						1
419	IAD	Financial Director, ADRA-Bolivia	SAD	ADRA-Bolivia						1
420	IAD	Treasurer	SSD	Pakistan Union Section					1	
421	IAD	Treasurer	TED	Pakistan Union Section					1	
422	IAD	Assistant General Manager	SSD	Pakistan Publishing House (Qasid)			1			
423	IAD	Assistant General Manager	SSD	Pakistan Publishing House (Qasid)			1			
424	IAD	Assistant General Manager	TED	Pakistan Publishing House (Qasid)			1			
425	IAD	Assistant General Manager	TED	Pakistan Publishing House (Qasid)			1			
426	EUD	President	AID	Mali Mission Station					1	
427	EUD	President	AID	Mali Mission Station					1	
428	EUD	Acting ADRA Director	ECD	Burundi Mission						1
429	EUD	Acting ADRA Director - N E Congo Territory	ECD	Burundi Mission						1
430	EUD	President	WAD	Mali Mission Station					1	
431	EUD	President	WAD	Mali Mission Station					1	
432	NAD	Vice President for Development	AID	Valley View University	1					
433	NAD	Development Officer	WAD	Valley View University	1					
434	IAD	ADRA Country Direc	SSD	ADRA-Vietnam						1

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
435	NAD	Home School Teacher/IDE Liaison	SUD	Scheer Memorial Hospital	1					
436	IAD	IT Dept Head/Assoc Prof	SSD	Pakistan Adventist Seminary	1					
437	IAD	IT Dept Head/Associate Professor	TED	Pakistan Adventist Seminary	1					
438	NAD	Professor, English Dept	NSD	Taiwan Adventist College	1					
439	NAD	Dir of Quality Control and Proj Manage	IAD	Antillean Adventist University	1					
440	SAD	Senior Lecturer	ECD	Adventist Univ. of Central Africa	1					
441	NAD	Assistant Professor	NSD	Taiwan Adventist College	1					
442	NAD	Development & Philanthropic Director	SSD	Ekamai International School	1					
443	TED	Assoc Dir, Planning	GC	ADRA International (GC)						1
444	IAD	Administrative Assistant	SUD	ADRA-India						1
445	IAD	Country Director, ADRA Armenia/Georgia	ESD	ADRA-Armenia						1
446	IAD	Assistant for Global Mssn	ESD	Armenian Mission					1	
447	IAD	ADRA Country Direc	SSD	ADRA-Sri Lanka						1
448	NAD	Home School Teacher	ESD	Armenian Mission	1					
449	NAD	Office Secretary/Communica & PR	SSD	ADRA-Sri Lanka						1
450	SAD	ADRA China Planning Director	NSD	ADRA-China						1
451	SAD	ADRA Country Director	SUD	ADRA-Nepal						1
452	NAD	Administrative Assistant	WAD	Equatorial Guinea Mission					1	
453	NAD	President	WAD	Equatorial Guinea Mission					1	
454	SID	Assistant Professor, Ministerial	NSD	Korean Sahmyook University	1					
455	SID	Teacher	NSD	Korean Sahmyook University	1					
456	TED	Field Pastor	SPD	Victorian Conference				1		
457	SPD	Chaplain/Pastor	TED	Middle East University				1		
458	NAD	Physician/Professor/Chairman, School of Health	IAD	Montemorelos University		1				
459	SAD	Editorial Assistant	GC	General Conference					1	
460	SUD	Chief Financial Officer	ECD	IHFA/Tanzania					1	
461	SUD	Chief Financial Officer	EAD	IHFA/Tanzania					1	
462	EUD	ADRA-Colombia Director	IAD	Colombian Union Conf						1
463	EUD	Professor	SAD	River Plate Adventist University	1					
464	NSD	Korean Pastor	SAD	Buenos Aires Conference				1		
465	NAD	Audit Senior	NSD	GCAS Trans Asia Pacific Area					1	
466	NAD	Office Secretary	NSD	Northern Asia-Pacific Division					1	
467	NAD	Office Secretary	NSD	Unknown					1	
468	SSD	District Director, GCAS	NSD	Northern Asia-Pacific Division					1	
469	NAD	Project Engineer	SSD	AWR-Guam					1	
470	SUD	Associate Chief Financial Officer	SPD	Papua New Guinea Union Mission					1	
471	NAD	CHUM - ADRA, Home Teacher	NSD	Chinese Union Mission					1	
472	NAD	Accountant, ADRA	NSD	Unknown						1
473	NAD	CHUM - ADRA Director - China	NSD	Chinese Union Mission						1
474	NAD	ADRA Director	NSD	Unknown						1
475	NAD	President	NSD	Hong Kong Adv College	1					
476	EAD	Instructor, Behavioral Science Dept	IAD	University of the Southern Caribbean	1					
477	ECD	Assoc Professor of Economics	IAD	University of the Southern Caribbean	1					
478	NSD	Production Manager	TED	Adventist Media Centre-Middle East					1	
479	NSD	Production, Mgr, Al Waad Media Ctr	GMEU	Greater Middle East Union Mission					1	
480	NSD	Assistant Profesor, Seminary	AIAS	Adv Int Inst of Advanced St	1					
481	NAD	HSI Tutor	EAD	Zambian Press				1		
482	NAD	ADRA Director	AID	ADRA-Burundi					1	
483	NAD	ADRA Director	ECD	ADRA-Burundi					1	
484	NAD	ADRA Director	ECD	ADRA-Tanzania					1	
485	NAD	Manager	EAD	Zambian Press				1		
486	NAD	Home School Teacher	SSD	Adventist University of the Philippines	1					
487	NAD	Associate Professor	SSD	Adventist University of the Philippines	1					
488	SPD	Treasurer	TED	Stanborough Press Limited				1		
489	NAD	Assoc Education Director	SSD	Guam-Micronesia Mission					1	
490	NAD	Education Administrator	SSD	Guam-Micronesia Mission					1	
491	NAD	Biology Professor	ECD	Univ. of Eastern Africa Baraton	1					
492	NAD	Biology Professor	EAD	Univ. of Eastern Africa Baraton	1					
493	NAD	Asso Professor, Dean, School of Public Health	ECD	Univ. of Eastern Africa Baraton	1					
494	NAD	Associate Professor	ECD	Univ. of Eastern Africa Baraton	1					
495	NAD	Associate Professor	EAD	Univ. of Eastern Africa Baraton	1					
496	NAD	Associate Secretary	SSD	Southern Asia-Pacific Division					1	
497	NAD	Guest Coordinator	SSD	Southern Asia-Pacific Division					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
498	TED	Secretary-Treasurer/Educ. Dep Dir	TED	East Mediterranean Field					1	
499	TED	Treasurer/Liason for Stew, Trust Serv & Prayer Min	GMEU	Greater Middle East Union Mission					1	
500	TED	Personal Assistant (Office Secy level)	GMEU	Greater Middle East Union Mission					1	
501	NAD	Dean, School of Religion and Theology	IAD	Northern Caribbean University	1					
502	SPD	Prof, Phys Therapy Dept	GC	Andrews University	1					
503	SSD	Treasurer	ECD	Greater Equatorial Field					1	
504	SSD	Treasurer	TED	Greater Equatorial Field					1	
505	SSD	Treasurer	TED	Egypt-Sudan Field					1	
506	SSD	Secretary/Treasurer	GMEU	Gulf Field					1	
507	SSD	Admin Office Secretary	ECD	Greater Equatorial Field					1	
508	SSD	Admin Office Secretary	TED	Greater Equatorial Field					1	
509	SSD	Personal Assistant	GMEU	Gulf Field					1	
510	NAD	Health Educator/Mission Asst	TED	Greater Equatorial Field					1	
511	NAD	Personal Assistant	GMEU	Gulf Field					1	
512	NAD	Editor-in-Chief	IAD	IAD Publishing Association, Miami			1			
513	NAD	President	TED	Gulf Field					1	
514	NAD	President	GMEU	Gulf Field					1	
515	NAD	Nurse Practitioner	SSD	Guam SDA Clinic		1				
516	NAD	Advanced Adult Nurse Practitioner	SSD	Guam SDA Clinic		1				
517	NAD	Development Officer	WAD	Buea SDA Dispensary, Cameroon					1	
518	NAD	Development Officer	WAD	Buea SDA Dispensary, Cameroon					1	
519	SAD	Production Manager, ESD Hope Channel	ESD	ESD Hope Channel					1	
520	SAD	Cashier/Asst Dept Dir	ESD	ESD Hope Channel					1	
521	SSD	X-Ray Technologist	SID	Botswana Ad Med Services		1				
522	SSD	X-Ray Technologist	SID	Kanye Adventist Hospital		1				
523	SSD	Physician/OB/GYN	SID	Botswana Ad Med Services		1				
524	SSD	Physician/OB/GYN	SID	Kanye Adventist Hospital		1				
525	EUD	Pastor(Romanian)	NAD	Georgia-Cumberland Conference					1	
526	NAD	Director/Surgeon	WAD	Waterloo 7th Day Adventist Hospital		1				
527	NAD	Nursing Manager	SSD	Guam SDA Clinic		1				
528	NAD	Education Director	SSD	Guam-Micronesia Mission					1	
529	NAD	ADRA Director	AID	Rwanda Union Mission						1
530	NAD	ADRA Country Director	ECD	ADRA-Somalia						1
531	NAD	ADRA Country Director	EAD	ADRA-Somalia						1
532	NAD	ADRA Country Director	SSD	ADRA-Sri Lanka						1
533	NAD	Division ADRA Director	TED	Trans-European Division					1	
534	SID	Associate Secretary	ECD	East-Central Africa Division					1	
535	SID	Translator	ECD	East-Central Africa Division					1	
536	SID	Translator	ECD	East-Central Africa Division					1	
537	EUD	ADRA Finance Director	EUD	ADRA-Angola						1
538	EUD	ADRA Finance Director	SID	ADRA-Angola						1
539	EUD	ADRA Country Director	EUD	ADRA-Angola						1
540	EUD	Director, ADRA	SID	ADRA-Angola						1
541	NAD	Teacher/Registrar	ECD	Maxwell Adventist Academy	1					
542	NAD	Teacher/Registrar	ECD	Maxwell Adventist Academy	1					
543	NAD	Pastor/Bible Teacher	ECD	Maxwell Adventist Academy					1	
544	SAD	Administrative Office Secretary/Cashier	ECD	Tanzania Union Mission					1	
545	SAD	Teacher	IAD	Haitian Junior Academy	1					
546	SAD	Secretary-Treasurer	AID	Cape Verde Mission					1	
547	NAD	Pastor	TED	Norwegian Union Conf					1	
548	SAD	Office Sec/Department Director	AID	Cape Verde Mission					1	
549	SAD	Director, GC Communication Dept	GC	General Conference					1	
550	NAD	President/Antillian Adv University	IAD	Antillean Adventist University	1					
551	SAD	Pastor/Center of Influence Director	GMEU	Turkey-North Cyprus Field					1	
552	NAD	Associate Secretary-Treasurer	SSD	Southern Asia-Pacific Division					1	
553	NAD	Editorial Asst, Communic Dept	SSD	Southern Asia-Pacific Division					1	
554	TED	Cyprus Section Pastor/Assoc Dir Min Assn/Assoc PM Directo	TED	Greater Middle East Union Mission					1	
555	TED	Coord for AMR-based Train & Min Muslim Women	TED	Global Center for Adventist Muslim Relations					1	
556	TED	Coord. AMR-based training&Ministries among Muslim Women	TED	Global Center for Adventist Muslim Relations					1	
557	NAD	Dir. Housekeeping & Laundry	IAD	Davis Mem Clinic & Hospital		1				

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558	NAD	Dentist	IAD	Davis Mem Clinic & Hospital		1				
559	NAD	Orthodontist	NSD	Adv Medical Center, Okinawa		1				
560	EUD	Professor	IAD	Montemorelos University	1					
561	EUD	Professor	SAD	River Plate Adventist University	1					
562	EUD	Professor	SAD	River Plate Adventist University	1					
563	NAD	Assistant Professor/ Business Studies	TED	Newbold College	1					
564	NAD	Security/General Duties	IAD	Antillean Adventist University	1					
565	NAD	Assoc Professor, Nursing Department	IAD	Antillean Adventist University	1					
566	NAD	Staff Physician	SID	Malamulo Hospital		1				
567	NAD	Research and Statistics Professor	AIIAS	Adv Int Inst of Advanced St	1					
568	NAD	Pastor/Bible Teacher	ECD	Maxwell Adventist Academy				1		
569	NAD	Dean of Girls/Nurse	ECD	Maxwell Adventist Academy	1					
570	SAD	President/ADRA Director	AID	ADRA-Niger						1
571	SAD	Local Church Pastor	SID	Transvaal Conference				1		
572	SAD	Mission Station Director	WAD	Guinea-Conakry Mission Station					1	
573	SAD	Office Secretary	WAD	Guinea-Conakry Mission Station					1	
574	SAD	Office Secretary	WAD	Guinea-Conakry Mission Station					1	
575	SPD	Secretary, EG White Research Ctr	TED	Newbold College	1					
576	SPD	Professor/ Dir, Pastoral Studies	TED	Newbold College	1					
577	NAD	Home School Teacher	ESD	Euro-Asia Division	1					
578	NAD	Production Manager	ESD	Source of Life Publishing House			1			
579	SAD	Administrator	SSD	Timor Leste Adventist Mission					1	
580	SAD	Accountant	ESD	Ukrainian Union Conference					1	
581	SAD	Adventist Nursery School, Director	AID	Chad Mission					1	
582	SAD	Office Secretary	WAD	Central African Union Mission					1	
583	SAD	Adventist Nursery School, Director	WAD	Chad Mission					1	
584	SAD	Mission President	AID	Chad Mission					1	
585	SAD	ADRA Director	WAD	ADRA-Cameroon						1
586	SAD	President	WAD	Chad Mission					1	
587	EUD	ADRA Finance Director	SID	ADRA-Sao Tome & Principe						1
588	EUD	Emergency Management Response Specialist	GC	ADRA International (GC)						1
589	EUD	ADRA Country Director	EUD	ADRA-Sao Tome & Principe						1
590	EUD	ADRA Country Director	SID	ADRA-Sao Tome & Principe						1
591	EUD	ADRA Country Director	SID	ADRA-Malawi						1
592	SAD	Office Secretary	WAD	Benin Mission					1	
593	SAD	Stew/SS/Youth Departmental Director	AID	Sahel Union Mission					1	
594	SAD	President	WAD	Benin Mission					1	
595	SAD	Stew/SS/Youth Departmental Director	WAD	Sahel Union Mission					1	
596	TED	Personal lines specialist 2-25-97	GC	Adventist Risk Management					1	
597	TED	Director, Communication Dept	GC	General Conference					1	
598	SSD	Finance & Accounting Dir	ECD	The University of Arusha	1					
599	SSD	Science-Mathematics Teacher	SPD	Mount Diamond Adventist Secondary School	1					
600	SSD	English Teacher	SPD	Mount Diamond Adventist Secondary School	1					
601	WAD	Teacher	SSD	Guam Adventist Academy	1					
602	WAD	Physician/Pediatrician	SSD	Guam SDA Clinic		1				
603	TED	New Testament Lecturer	EAD	Univ. of Eastern Africa Baraton	1					
604	SSD	Instructor	ECD	Ethiopian Adventist College	1					
605	SSD	Instructor	EAD	Ethiopian Adventist College	1					
606	SSD	Teacher	EAD	Ethiopian Adventist College	1					
607	SPD	Assistant ADRA Director	SSD	ADRA-Vietnam						1
608	NAD	Polliwog Handicrafts Manager	SSD	Bangladesh Union Mission					1	
609	NAD	Dental Hygienist	SSD	Guam SDA Clinic		1				
610	NAD	ADRA Director	SSD	ADRA-Bangladesh						1
611	NAD	Physical Therapist	SSD	Guam SDA Clinic		1				
612	NAD	Professor, School of Theology	SAD	LATS-Peru, Peruvian Un Univ	1					
613	NAD	ADRA Director	SAD	ADRA-Peru						1
614	SSD	Office Secretary	AID	Africa-Indian Ocean Division					1	
615	SSD	Office Secretary	WAD	West-Central Africa Division					1	
616	SSD	Maintenance and Computer	AID	Africa-Indian Ocean Division					1	
617	SSD	Maintenance and Computer	WAD	West-Central Africa Division					1	
618	SAD	Head Nurse, Mugonero Hosp	AID	Mugonero Hospital		1				
619	SAD	Head Nurse, Mugonero Hosp	AID	Mugonero Hospital		1				

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
620	SAD	Nursing Instructor	ECD	Heri Adventist Hospital		1				
621	SAD	Supervisor of Nursing Instruction	ECD	Heri Adventist Hospital		1				
622	NAD	Professor, Preventive Medicine	IAD	Montemorelos University	1					
623	NAD	Physician/Prof. School of Medicine	SAD	River Plate Adventist University	1					
624	NAD	ADRA Country Director	SID	ADRA-Mozambique						1
625	SAD	Physician	AID	Glei Eye Clinic		1				
626	SAD	Physician	AID	Glei Eye Clinic		1				
627	TED	Missions Director	GC	Andrews University	1					
628	SAD	Dentist/Director	AID	Ouagadougou Dental Clinic		1				
629	SAD	Dentist/Director	SID	Adv. Med.-Surg. Clinic of Antananarivo		1				
630	SAD	Dentist/Director of Dental Clinic	WAD	Ouagadougou Dental Clinic		1				
631	SAD	Assist Programs Dir	NSD	ADRA-Mongolia						1
632	SAD	ADRA Assist to Programs Dir	NSD	ADRA-Mongolia						1
633	IAD	Office Secretary	AIIAS	Adv Int Inst of Advanced St	1					
634	SAD	Professor	IAD	Montemorelos University	1					
635	SID	Associate Auditor	TED	Trans-European Division					1	
636	SSD	Secretary-Treasurer	NSD	Mongolia Mission Field					1	
637	SSD	Accountant	NSD	Mongolia Mission Field					1	
638	NAD	Teacher	TED	Nile Union Academy	1					
639	NAD	Teacher	TED	Nile Union Academy	1					
640	NAD	Teacher	GMEU	Nile Union Academy	1					
641	NAD	Teacher	GMEU	Nile Union Academy	1					
642	NAD	Principal	TED	Nile Union Academy	1					
643	NAD	Principal	GMEU	Nile Union Academy	1					
644	SAU	Director, English Language School	ESD	Euro-Asia Division	1					
645	SAU	Coordinator	NSD	Taiwan San Yu English Bible Ctr				1		
646	SAD	Director, University Publications	IAD	Montemorelos University	1					
647	SSD	Physician	EAD	Kendu Adventist Hospital		1				
648	SSD	Physician	EAD	Kendu Adventist Hospital		1				
649	SAD	Physician/Health Ministries Director	AID	East Congo Union Mission		1				
650	SAD	Physician/Health Ministries Director	ECD	East Congo Union Mission		1				
651	SAD	Nurses Aide in OR	AID	Lubumbashi Health Center		1				
652	SAD	Elementary Teacher	AID	Lubumbashi Health Center	1					
653	SAD	Nurses Aide in OR	ECD	Lubumbashi Health Center		1				
654	SAD	OR Nurses Aide	ECD	Lubumbashi Health Center		1				
655	EUD	ADRA Director	SID	ADRA-Madagascar						1
656	EUD	Chief Finance Officer, ADRA-Indonesia	SSD	ADRA-Indonesia						1
657	EUD	ADRA Director	SID	Indian Ocean Union Mission					1	
658	SAD	Pastor-Evangelist	TED	Albania Mission of SDA				1		
659	NAD	Nurse/Teacher	SSD	Bangladesh Adv. Seminary & College		1				
660	NAD	President	SSD	Bangladesh Adventist Semin. & College	1					
661	NAD	Theology Professor	IAD	Montemorelos University	1					
662	NAD	Ministerial Secretary/Administrative Officer	TED	Sudan Field					1	
663	NAD	Pastor	SSD	Koror, Belau Church				1		
664	NAD	Professor/Professor	IAD	Montemorelos University	1					
665	NAD	Pastor/PE Teacher	ECD	Maxwell Adventist Academy				1		
666	NAD	Pastor/Physical Ed Teacher	EAD	Maxwell Adventist Academy				1		
667	NAD	Food Services Director	ECD	Maxwell Adventist Academy	1					
668	NAD	Assistant Food Director	EAD	Maxwell Adventist Academy	1					
669	SSD	Vice President for Development	AID	Babcock University	1					
670	NAD	Vice President for Advancement	IAD	Antillean Adventist University	1					
671	SSD	Office Secretary	AID	Unknown					1	
672	NAD	Office Secretary	IAD	Antillean Adventist University					1	
673	NAD	ADRA Director/Departmental Director	AID	Indian Ocean Union Mission	1					
674	NAD	Administrative Office Secretary/Librarian	SSD	Bangkok Overseas Adv Sch	1					
675	NAD	Principal	SSD	Bangkok Overseas Adv Sch	1					
676	TED	President	TED	East Mediterranean Field					1	
677	TED	President	GMEU	East Mediterranean Field					1	
678	TED	Admin Secretary	TED	Greater Middle East Union Mission					1	
679	TED	Secretary-Cashier	TED	Sudan Field					1	
680	TED	Admin Office Secretary	GMEU	Greater Middle East Union Mission					1	
681	EUD	Prof. School of Theology	IAD	Central American Adv Univ	1					
682	SSD	Associate Professor/Librarian	SSD	Pakistan Adventist Seminary	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
683	SSD	Associate Professor/Librarian	SSD	Pakistan Adventist Seminary	1					
684	SSD	Assoc Prof/Librarian	TED	Pakistan Adventist Seminary	1					
685	SSD	Assoc Prof/Librarian	TED	Pakistan Adventist Seminary	1					
686	SSD	President	SSD	Pakistan Adventist Seminary	1					
687	SSD	President	TED	Pakistan Adventist Seminary	1					
688	SSD	Dentist	AID	Kinshasa Adventist Dental Clinic		1				
689	SSD	Dentist	ECD	Djibouti Adv Health Centre		1				
690	NAD	ADRA Director	TED	ADRA-Pakistan						1
691	NAD	Science Lab Coordinator	SSD	Asia-Pacific Int. University	1					
692	NSD	Seminary Library Assistant	AIIAS	Adv Int Inst of Advanced St	1					
693	SAD	ADRA Country Director	SSD	ADRA-Sri Lanka						1
694	SSD	Librarian	ECD	Ethiopian Adventist College	1					
695	NAD	Principal	SSD	Palau Mission Academy	1					
696	TED	Nurse	SSD	Palau Mission Academy	1					
697	SAD	ADRA Project Asst	SID	ADRA-Sao Tome & Principe						1
698	SAD	ADRA Country Director, Sao Tome and Principe	SID	ADRA-Sao Tome & Principe						1
699	SAD	ADRA Country Director	ECD	ADRA-Rwanda						1
700	SAD	ADRA Executive Director	SSD	ADRA-Asia Regional Office, Thailand						1
701	NAD	Health Educator	NSD	Hongkong Adventist Hospital		1				
702	NAD	Clerk	NSD	Hongkong Adventist Hospital		1				
703	SAD	ADRA Office Secretary	SSD	ADRA-Asia Regional Office, Thailand						1
704	NAD	Elem. Teacher/Academy Math teacher	ECD	Maxwell Adventist Academy	1					
705	NAD	Boys Dean-Bible & Hist. Teacher	ECD	Maxwell Adventist Academy	1					
706	EUD	Assoc Prof, OT Interpretation	GC	Andrews University	1					
707	SPD	Office Secretary, English Language School	SSD	Thai English Language School	1					
708	SPD	Director - Thai English Language School	SSD	Thai English Language School	1					
709	NAD	Education Lecturer	EAD	Solusi University	1					
710	NAD	Professor	SAD	LATS-Peru, Peruvian Un Univ	1					
711	NAD	Professor, Ch of Theology Dept.	EAD	Solusi University	1					
712	NAD	Theology Professor	SAD	LATS-Peru, Peruvian Un Univ	1					
713	IAD	Pastor	TED	South England Conference				1		
714	NAD	President	WAD	Senegal/Mauritania Mission					1	
715	NAD	Office Secretary	WAD	Senegal/Mauritania Mission					1	
716	EUD	Dept Dir, EDU/Dept Assoc Dir, MIN	TED	Trans-European Division						1
717	EUD	Assoc Prof/Senior Lectr/BA Progr Ld	TED	Newbold College	1					
718	EUD	Professor	TED	Newbold College	1					
719	IAD	Pastor	NAD	New Jersey Conference				1		
720	NAD	Director, Department of Orientation	IAD	Montemorelos University	1					
721	NAD	Dept Head, Orientation Svcs	IAD	Montemorelos University	1					
722	NAD	Physician/Professor, Public Health	IAD	Montemorelos University		1				
723	NAD	Department Head, Theology	EAD	Ethiopian Adventist College	1					
724	NAD	Assistant Business Manager	ECD	Maxwell Adventist Academy	1					
725	NAD	Assistant Business Manager	ECD	Maxwell Adventist Academy	1					
726	NAD	Assistant Business Manager	EAD	Maxwell Adventist Academy	1					
727	NAD	Teacher-Science/Vice-Principal	ECD	Maxwell Adventist Academy	1					
728	NAD	Teacher/Science	EAD	Maxwell Adventist Academy	1					
729	EUD	Asst Professor	AIIAS	Adv Int Inst of Advanced St	1					
730	EUD	Dir/General Dentist	WAD	ADRA Dental Clinic of Malabo		1				
731	NAD	Principal - GMM Marjuro School System	SSD	Marshall Islands Miss Academy	1					
732	NAD	Guest Coordinator	AIIAS	Adv Int Inst of Advanced St	1					
733	NAD	Assistant Professor, Business Department	AIIAS	Adv Int Inst of Advanced St	1					
734	NAD	Country Director, ADRA	ESD	ADRA-Armenia						1
735	TED	English Lecturer	EAD	Solusi University	1					
736	NAD	Director of Eng Ctr	AIIAS	Adv Int Inst of Advanced St	1					
737	NAD	Dean, Graduate School	AIIAS	Adv Int Inst of Advanced St	1					
738	NAD	Hostess/Comm Affairs Coordinator	SSD	Southern Asia-Pacific Division					1	
739	NAD	Dept Director, GM/Ministerial	SSD	Southern Asia-Pacific Division					1	
740	NAD	Dentist	IAD	SDA Dental Clinic, St Kitts		1				
741	NAD	Global Mission Consultant	TED	Yemen				1		
742	NAD	Home Schooling	TED	Yemen	1					
743	NAD	Bible, History, & Spanish Tchr	EAD	Maxwell Adventist Academy	1					
744	NAD	Assoc Food Service	EAD	Maxwell Adventist Academy	1					
745	NAD	Instructor	SSD	Indonesia Adventist University	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
746	NAD	Business Teacher	SSD	Indonesia Adventist University	1					
747	SAD	ADRA Country Director	ECD	ADRA-Somalia						1
748	NAD	Assoc Food Service - Maxwell Academy	ECD	Maxwell Adventist Academy	1					
749	NAD	Associate Food Service Director	EAD	Maxwell Adventist Academy	1					
750	NAD	Acting Principal/History Teacher	ECD	Maxwell Adventist Academy	1					
751	NAD	History Teacher	EAD	Maxwell Adventist Academy	1					
752	SSD	Treasurer	TED	Sudan Field	1					
753	NAD	Teacher/Computer	ECD	Maxwell Adventist Academy	1					
754	NAD	Teacher/Computer	EAD	Maxwell Adventist Academy	1					
755	NAD	Hostel House Mother	ECD	Maxwell Adventist Academy	1					
756	NAD	Hostel House Mother	EAD	Maxwell Adventist Academy	1					
757	TED	Health Educator, Adventist Health Foundation	TED	Egypt-Sudan Field					1	
758	TED	Health Educator, Adventist Health Foundation	TED	Egypt-Sudan Field					1	
759	TED	Health Educator, Adv Health Foundation	GMEU	Egypt-Sudan Field					1	
760	TED	Health Educator, Adv Health Foundation	GMEU	Egypt-Sudan Field					1	
761	TED	President	TED	Egypt-Sudan Field					1	
762	TED	President	GMEU	Egypt-Sudan Field					1	
763	NAD	Associate Director, GCAS	SPD	GCAS Trans Asia Pacific Area					1	
764	SSD	Asst Lecturer, Faculty of Mgmt	ECD	Adventist Univ. of Central Africa	1					
765	SSD	Asst Lecturer Faculty of Mgmt	ECD	Adventist Univ. of Central Africa	1					
766	WAD	Associate Treasurer	GC	General Conference					1	
767	WAD	Treasurer	SSD	Southern Asia-Pacific Division					1	
768	AID	Vice President - Finance	AIAS	Adv Int Inst of Advanced St	1					
769	WAD	Sr. Lecturer/MA Prog Coord	ECD	Adventist Univ. of Central Africa	1					
770	WAD	Senior Office Assistant	GC	General Conference					1	
771	WAD	Assistant Professor	SSD	Adventist University of the Philippines	1					
772	WAD	Library Assistant	AIAS	Adv Int Inst of Advanced St	1					
773	AID	Library Assistant	AIAS	Adv Int Inst of Advanced St	1					
774	GMEU	Bible Worker	EUD	Iran Field				1		
775	TED	Administrative Secretary	TED	Greater Middle East Union Mission					1	
776	TED	Office Manager	TED	Global Center for Adventist Muslim Relations					1	
777	TED	Dep. Dir, Media; Com/PR	TED	Greater Middle East Union Mission					1	
778	EUD	Mgr, Guest apts, Jerusalem	TED	Israel Field					1	
779	EUD	Mgr, Guest apts, Jerusalem	TED	Israel Field					1	
780	EUD	Manager, Jerusalem Study Centre and Isarel Field Guest House	IF	Israel Field					1	
781	EUD	Manager, Jerusalem Centre & Israel Guest Houses	IF	Israel Field					1	
782	EUD	President	TED	Israel Field					1	
783	EUD	President	IF	Israel Field					1	
784	NAD	Physician/Internal Medicine	SSD	Guam SDA Clinic		1				
785	NAD	Director, Medical Records	NSD	Hongkong Adventist Hospital		1				
786	NAD	Principal	NSD	Hong Kong Adv College	1					
787	NAD	Registrar	NSD	Hong Kong Adv College	1					
788	IAD	Pastor/Co-ordinator of Spanish Mission	NAD	Allegheny East Conference				1		
789	IAD	President/Pastor	TED	Albania Mission of SDA				1		
790	SAD	Dean of Theological Seminary	AIAS	Adv Int Inst of Advanced St	1					
791	SAD	Associate Professor of Theology	AIAS	Adv Int Inst of Advanced St	1					
792	NAD	Teacher/DAF Secretary	SSD	Lakpahana Adv Col & Sem	1					
793	NAD	Academic Dean	SSD	Lakpahana Adv Col & Sem	1					
794	NAD	Professor	IAD	Montemorelos University	1					
795	IAD	Professor of Theology	SAD	LATS-Brazil, Brazil Col	1					
796	SAD	IIN Physician/Professor	IAD	Montemorelos University	1					
797	SID	Director, Computer Services & Associate Prof.	SSD	Asia-Pacific Int. University	1					
798	SAU	Dir, Computer Services	SSD	Asia-Pacific Int. University	1					
799	SID	Instructor	SSD	Asia-Pacific Int. University	1					
800	SAU	Instructor	SSD	Asia-Pacific Int. University	1					
801	SSD	Itinerant Surgeon, Dominase Hsp/SDA Hosp Akomaa Memorial	AID	Dominase Adventist Hospital		1				
802	SSD	Physician-Surgeon	IAD	Davis Mem Clinic & Hospital		1				
803	SSD	Itinerant Surgeon	WAD	Dominase Adventist Hospital		1				
804	SSD	Physician/Pediatrician	AID	Akomaa Memorial SDA Hospital		1				
805	SSD	Physician/Pediatrician	AID	Akomaa Memorial SDA Hospital		1				

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
806	SSD	Physician-Internist/Pediatrician	IAD	Davis Mem Clinic & Hospital		1				
807	SSD	Physician/Pediatrician	WAD	Akomaa Memorial SDA Hospital		1				
808	SSD	Physician/Pediatrician	WAD	Akomaa Memorial SDA Hospital		1				
809	SSD	Floater Temporary	GC	General Conference					1	
810	SSD	TRIPS Interdiv Employee Specialist (AC vote 5/3/06)	GC	General Conference					1	
811	SSD	Director Publishing Ministries	GC	General Conference			1			
812	SSD	Physician/Surgeon	SID	Malamulo Hospital		1				
813	SSD	Physician/Surgeon	SID	Yuka Adventist Hospital		1				
814	SSD	Physician/Orthopedic Surg	SUD	Scheer Memorial Hospital		1				
815	SSD	Physician/Surgeon	WAD	7th Day Adv. Hospital ILE-IFE		1				
816	SAD	ADRA Director	AID	ADRA-Kinshasa West						1
817	NAD	Country Director, ADRA	ESD	ADRA-Kyrgyzstan						1
818	NAD	ADRA Country Director	TED	ADRA-Sudan						1
819	EUD	ADRA Director	AID	ADRA-Mali						1
820	EUD	ADRA Director	ECD	ADRA-Burundi						1
821	EUD	Pastor	EUD	Trans-Mediterranean Territories				1		
822	EUD	ADRA Director	WAD	ADRA-Mali						1
823	EUD	Pastor (Morocco)	GMEU	Trans-Mediterranean Territories				1		
824	EUD	Director	NAD	Adventist Colleges Abroad	1					
825	EUD	Associate Director	GC	General Conference					1	
826	NAD	Administrative Secretary	ECD	East-Central Africa Division					1	
827	NAD	Administrative Secretary	EAD	Eastern Africa Division					1	
828	NAD	Guest Coord	SSD	Southern Asia-Pacific Division					1	
829	NAD	Administrative Secretary	TED	Pakistan Adventist Seminary	1					
830	NAD	Treasurer	ECD	East-Central Africa Division					1	
831	NAD	Treasurer	EAD	East-Central Africa Division					1	
832	NAD	Treasurer	SSD	Southern Asia-Pacific Division					1	
833	NAD	Treasurer	TED	Pakistan Union Section					1	
834	SAD	Dept Dir, Personal Min	IAD	Inter-American Division					1	
835	SAD	Office Secretary	IAD	Inter-American Division					1	
836	TED	Dept Dir - Communication, Publishing, Stewardship	TED	Greater Middle East Union Mission					1	
837	TED	Director, Womens Ministries	TED	Greater Middle East Union Mission					1	
838	SSD	Physician/OB/GYN	IAD	Davis Mem Clinic & Hospital		1				
839	NAD	Professor	IAD	Montemorelos University	1					
840	NAD	Theology Professor	IAD	Colombia Adventist Univ	1					
841	SAD	ADRA Country Director-Azerbaijan	ESD	ADRA-Azerbaijan						1
842	NAD	Development Consultant	SSD	Central Philippines Adventist College	1					
843	NAD	Home School Teacher	SSD	Central Philippines Adventist College	1					
844	NAD	Practical Arts Teacher	TED	Nile Union Academy	1					
845	NAD	Practical Arts Teacher	TED	Nile Union Academy	1					
846	NAD	Business Manager	TED	Nile Union Academy	1					
847	NAD	Teacher	TED	Nile Union Academy	1					
848	NAD	Ch, Math, Engineer & Inf Sc Depts	IAD	Northern Caribbean University	1					
849	TED	Asst Dir, Program Mgmt Bureau	GC	ADRA International (GC)						1
850	SSD	Laboratory Director	EAD	Malamulo Hospital		1				
851	IAD	Professor of Music	GC	Andrews University	1					
852	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
853	SAD	Pharmacist	AID	Masanga Leprosy Hospital		1				
854	SAD	Pharmacist	SPD	Atoifi Adventist Hospital		1				
855	SAD	Pharmacist	SPD	Atoifi Adventist Hospital		1				
856	SAD	Pharmacist	WAD	Masanga Leprosy Hospital		1				
857	NAD	Director, School of Music	IAD	Colombia Adventist Univ	1					
858	SSD	Associate treasurer	GC	General Conference					1	
859	SAD	Physician/Professor, Health Sciences	IAD	Montemorelos University	1					
860	NAD	President	NSD	Taiwan Mission					1	
861	NAD	Field Secretary	NSD	EAA and SCIUM					1	
862	NAD	Home School Teacher	NSD	Chinese Union Mission	1					
863	NSD	Pastor	SPD	Greater Sydney Conference				1		
864	SSD	Administrative Assistant, ATN	GC	General Conference					1	
865	NAD	Dentist	EAD	Unknown		1				
866	NAD	Elementary Teacher	ECD	Maxwell Adventist Academy	1					
867	NAD	Elementary Teacher	EAD	Maxwell Adventist Academy	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
868	NAD	English Teacher	EAD	Maxwell Adventist Academy	1					
869	NAD	Engineer	NAD	AWR-Guam					1	
870	TED	Library Assistant	SSD	Asia-Pacific Int. University	1					
871	TED	Cafeteria Manager	TED	Pakistan Adventist Seminary	1					
872	TED	Vice President for Marketing & Development	SSD	Asia-Pacific Int. University	1					
873	TED	Professor	TED	Pakistan Adventist Seminary	1					
874	NAD	Associate Professor, Business Dept	SSD	Asia-Pacific Int. University	1					
875	NAD	Associate Professor, Business	AIIAS	Adv Int Inst of Advanced St	1					
876	NAD	Principal, Mission College Elementary School	SSD	Asia-Pacific Int. University	1					
877	NAD	Principal-Mission Cllg Elementary School	SSD	Asia-Pacific Int. University	1					
878	NAD	Guest Coordinator	AIIAS	Adv Int Inst of Advanced St	1					
879	SUD	Assoc Dir, Department of Education	GC	General Conference					1	
880	SUD	Office Secretary	GC	General Conference					1	
881	NAD	Principal	SSD	Ebeye SDA School System	1					
882	IAD	President	AID	Mauritius Conference					1	
883	IAD	President	AID	West African Union Miss					1	
884	IAD	Dept Director/Field Secretary WAD	WAD	West-Central Africa Division					1	
885	IAD	President	WAD	West African Union Miss					1	
886	IAD	Office Secretary	AID	West African Union Miss					1	
887	IAD	Administrative Secretary	WAD	West-Central Africa Division					1	
888	IAD	Office Secretary	WAD	West African Union Miss					1	
889	NAD	Physician/Medical Director	WAD	Buea SDA Dispensary, Cameroon			1			
890	SAD	ADRA Country Director	WAD	ADRA-Mali						1
891	SAD	ADRA Programs Advisor	WAD	ADRA-Mali						1
892	SAD	ADRA Programs Advisor	WAD	ADRA-Mali						1
893	SPD	Office Secretary	NSD	Japan Union Conference					1	
894	SPD	Dir of Lang Schls/International Ministries	NSD	Japan Union Conference					1	
895	EUD	Campus Projects Supervisor	AIIAS	Adv Int Inst of Advanced St	1					
896	EUD	Advancement and Public Relations Director	AIIAS	Adv Int Inst of Advanced St	1					
897	EUD	Advancement and Public Relations Director	AIIAS	Adv Int Inst of Advanced St	1					
898	EUD	Assistant Professor, Seminary	AIIAS	Adv Int Inst of Advanced St	1					
899	SSD	Laboratory Clinical Instructor	EAD	Malamulo Hospital			1			
900	SSD	Laboratory Clinical Instructor	SID	Malamulo Hospital			1			
901	SSD	Physician/Family Practice	SUD	Scheer Memorial Hospital			1			
902	SSD	Physician/OB-GYN	SUD	Scheer Memorial Hospital			1			
903	NAD	Director of Health Education	NSD	Tokyo Adventist Hospital			1			
904	NAD	Preventive Care Specialist	SSD	Guam SDA Clinic			1			
905	NAD	Elementary English Teacher	NSD	Yokohama San-iku Elem Sch	1					
906	NAD	Program Coordinator	SSD	Guam SDA Clinic			1			
907	SUD	Professor	AIIAS	Adv Int Inst of Advanced St	1					
908	SUD	Professor	AIIAS	Adv Int Inst of Advanced St	1					
909	SUD	Lecturer (Instructor) (Business Dept)	ECD	Bugema University	1					
910	SUD	Business Manager	EAD	Bugema University	1					
911	SUD	Professor	AIIAS	Adv Int Inst of Advanced St	1					
912	SUD	English Instructor	ECD	Bugema University	1					
913	SUD	English Instructor	EAD	Bugema University	1					
914	SSD	Associate Professor - Chemistry	SPD	Pacific Adventist University	1					
915	SSD	Assistant Professor - Nursing	SPD	Pacific Adventist University	1					
916	NAD	Asst Professor	AUA	Adventist University of Africa	1					
917	NAD	Asst. Professor, Theology	AUA	Adventist University of Africa	1					
918	SSD	Academic Dean & English Teacher	AID	Adv U-Zurcher Campus, Madagascar	1					
919	SSD	College Instructor	EAD	Ethiopian Adventist College	1					
920	SSD	Academic Dean & English Teacher	SID	Adv U-Zurcher Campus, Madagascar	1					
921	SSD	Business Manager and Builder	AID	Adv U-Zurcher Campus, Madagascar	1					
922	SSD	Teacher	EAD	Ethiopian Adventist College	1					
923	SSD	Business Manager and Builder	SID	Adv U-Zurcher Campus, Madagascar	1					
924	IAD	Assoc Secretary, GC	GC	General Conference					1	
925	IAD	temporary clerk-Archives & Statistics	GC	General Conference					1	
926	TED	Associate Director, PARL	GC	General Conference					1	
927	NAD	Director of Adventist Muslim Relations	SSD	West Indonesian Union Mission					1	
928	NAD	Home School Teacher	SSD	West Indonesian Union Mission	1					
929	SAD	Prof/Chair, Public Health Dept	AIIAS	Adv Int Inst of Advanced St	1					
930	SAD	Library Assistant	AIIAS	Adv Int Inst of Advanced St	1					
931	SPD	MA Youth Ministry Program - Director	GC	Andrews University	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
932	SPD	Coord of Library Distance Education	GC	Andrews University	1					
933	SSD	ADRA Country Director	SSD	ADRA-Pakistan						1
934	SSD	ADRA Country Director	TED	ADRA-Pakistan						1
935	NAD	Dean	SSD	Lakpahana Adv Col & Sem	1					
936	NAD	Associate Professor	SSD	Lakpahana Adv Col & Sem	1					
937	WAD	Assistant Professor	AUA	Adventist University of Africa	1					
938	WAD	Assistant Professor	AUA	Adventist University of Africa	1					
939	NAD	Community Service Coordinator	IAD	Bella Vista Hospital		1				
940	NAD	Physician/Orthopedic Surgeon	IAD	Bella Vista Polyclinic		1				
941	EUD	President	WAD	Equatorial Guinea Mission					1	
942	IAD	Personnel Director	SUD	Scheer Memorial Hospital		1				
943	IAD	ADRA - Country Director	SUD	ADRA-India						1
944	IAD	Administrator	SUD	Scheer Memorial Hospital		1				
945	IAD	Office Assistant (Floater)	GC	White Estate, General Conf					1	
946	IAD	Associate Dir., GC Youth Department	GC	General Conference					1	
947	IAD	Registrar/Vice-Provost	GC	Andrews University	1					
948	NAD	Physician/Family Practice	IAD	Community Hospital of SDA		1				
949	NAD	Medical Director/Campus Health Services	IAD	Northern Caribbean University	1					
950	NAD	President	IAD	Northern Caribbean University	1					
951	NAD	Vice-President, Academic Affairs	IAD	Northern Caribbean University	1					
952	NAD	Maintenance Director	NAD	AWR-Guam					1	
953	TED	Head, Education Dept	TED	Pakistan Adventist Seminary	1					
954	EUD	President	AID	Equatorial Guinea Mission					1	
955	EUD	Office Secretary	AID	Equatorial Guinea Mission					1	
956	NAD	Nurse	NAD	Guam SDA Clinic		1				
957	NAD	Registered Nurse	SSD	Guam SDA Clinic		1				
958	NAD	Physician/Family Practice	NAD	Guam SDA Clinic		1				
959	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
960	NAD	Physician	NAD	Guam SDA Clinic		1				
961	NAD	Physician	SSD	Guam SDA Clinic		1				
962	NAD	Pre-authorization Clerk	SSD	Guam SDA Clinic		1				
963	NAD	Utilization Review Analyst	SSD	Guam SDA Clinic		1				
964	TED	Coordinator (President)	EUD	Maghreb Field					1	
965	TED	Associate Treasurer	ESD	Euro-Asia Division					1	
966	TED	Administrative Office Secretary	ESD	Euro-Asia Division					1	
967	TED	Pastor	TED	Nicosia, Cyprus Section				1		
968	TED	Pastor	TED	Cyprus Section				1		
969	TED	Receptionist/Cashier	TED	Nicosia, Cyprus Section	1					
970	NAD	Resident Counselor	IAD	Northern Caribbean University	1					
971	NAD	President	AID	West Cameroun Mission	1					
972	NAD	Assoc Prof in Theol & Religion	IAD	Northern Caribbean University	1					
973	SPD	Associate Department Director	NAD	Adventist Media Productions					1	
974	NAD	Physician/Professor	SUD	Christian Medical College	1					
975	NAD	Home School Teacher	AID	7th Day Adv. Hospital ILE-IFE	1					
976	NAD	Assistant Officer	WAD	7th Day Adv. Hospital ILE-IFE		1				
977	NAD	Physician/Professor	SUD	Christian Medical College		1				
978	NAD	Physician/Family Practice	AID	7th Day Adv. Hospital ILE-IFE		1				
979	NAD	Physician/Family Practice	WAD	7th Day Adv. Hospital ILE-IFE		1				
980	EUD	ADRA Director	AID	ADRA-Togo						1
981	EUD	ADRA Director	WAD	Togo Mission						1
982	SUD	Pastor-Evangelist for Indian population	SPD	Fiji Mission				1		
983	NAD	Physician	AID	Indian Ocean Union Mission		1				
984	NAD	Physician/Director of Medical Clinic	SID	Indian Ocean Union Mission		1				
985	NAD	Physician	SID	HIV/AIDS AFRICA		1				
986	NAD	Physician	AID	Indian Ocean Union Mission		1				
987	NAD	Physician	SID	Indian Ocean Union Mission		1				
988	NAD	Physician	SID	HIV/AIDS AFRICA		1				
989	SID	Programs Director	SUD	ADRA-India						1
990	EUD	Home School Teacher	SUD	ADRA-India	1					
991	SSD	Acting Registrar	ECD	Ethiopian Adventist College	1					
992	SSD	Acting Registrar	ECD	Ethiopian Adventist College	1					
993	SSD	Associate Professor/Dept Chair	ECD	Ethiopian Adventist College	1					
994	TED	Nurse Tutor	ECD	The University of Arusha	1					
995	TED	Nurse Tutor	ECD	The University of Arusha	1					

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996	NAD	Vice President for Development	ESD	Zaoksky Adventist University	1					
997	TED	Principal/President	ECD	The University of Arusha	1					
998	TED	Development Director & Instructor	EAD	The University of Arusha	1					
999	SPD	Chaplain	TED	Newbold College				1		
1000	SAD	Nurse	ECD	Mugonero Hospital		1				
1001	SAD	Staff Nurse	SUD	Scheer Memorial Hospital		1				
1002	SAD	Physician/Surgeon/Med Dir	ECD	Mugonero Hospital		1				
1003	SAD	Physician/Surgeon	SUD	Scheer Memorial Hospital		1				
1004	EUD	Food Industry Builder	ECD	IHFA/Tanzania					1	
1005	EUD	Food Industry Builder	EAD	IHFA/Tanzania					1	
1006	SSD	Administrative Office Secretary	ECD	East-Central Africa Division					1	
1007	SSD	Treasurer	AID	West Congo Union Mission					1	
1008	SAD	Professor Administrative Sciences	IAD	Montemorelos University	1					
1009	SAD	Physician/Surgeon	IAD	Davis Mem Clinic & Hospital		1				
1010	NAD	Professor, Postgraduate Division	IAD	Montemorelos University	1					
1011	NAD	Professor, Sch of Graduate Studies	IAD	Montemorelos University	1					
1012	NAD	Dentist/Director of Kigali Dental Clinic	ECD	Kigali Dental Clinic		1				
1013	EUD	ADRA Country Director	SAD	ADRA-Ecuador						1
1014	SAD	Intnatl Accounting & Finance Dept Dir	ESD	Zaoksky Adventist University	1					
1015	IAD	Professor	GC	Andrews University	1					
1016	TED	ADRA Country Director	SSD	ADRA-Vietnam						1
1017	NAD	Admin Assist to the Treasurer	IAD	Inter-American Division					1	
1018	NAD	Nurse	WAD	Glei Eye Clinic		1				
1019	NAD	Physician, Ophthalm./ Quito Adventist Clinic	SAD	Clinica Americana Adventista de Quito		1				
1020	NAD	Medical Director/Physician/Ophthalmologist	WAD	Glei Eye Clinic					1	
1021	NAD	Treasurer	AID	Africa-Indian Ocean Division					1	
1022	NAD	Secretary-Treasurer - MEU	TED	Greater Middle East Union Mission					1	
1023	NAD	Office Secretary	AID	Africa-Indian Ocean Division					1	
1024	NAD	Office Secretary	TED	Greater Middle East Union Mission					1	
1025	NAD	Prof/Physical Therapy Department Director	SUD	Scheer Memorial Hospital		1				
1026	NAD	Physician OB/GYN	SSD	Guam SDA Clinic		1				
1027	EUD	Director, PARL	GC	General Conference					1	
1028	EUD	Baker, Employee Food Service	GC	General Conference					1	
1029	NAD	Dean, Clg Education & Religion	IAD	Northern Caribbean University	1					
1030	NAD	Assist. Prof., Schl of Religion & Theology	IAD	Northern Caribbean University	1					
1031	NAD	Assoc. Prof., Schl of Religion & Theology	IAD	Northern Caribbean University	1					
1032	IAD	Engineer	SSD	AWR-Guam					1	
1033	SAD	Professor/Internist	IAD	Montemorelos University	1					
1034	SAD	ADRA Laos Country Director	SSD	ADRA-Laos						1
1035	SAD	ADRA Finance Officer	SSD	ADRA-Laos						1
1036	SAD	ADRA Finance Officer	SSD	ADRA-Laos						1
1037	NAD	Associate Director, GCAS	TED	GCAS Trans Euro Asia Area					1	
1038	NAD	Home Sch. Teach/Shepherdess Coord.	SSD	Thailand Mission, Bangkok	1					
1039	NAD	Dir, Religious Study Center, Buddhism	SSD	Thailand Mission, Bangkok				1		
1040	TED	ADRA Director	EAD	ADRA-Malawi						1
1041	TED	ADRA Director	SID	Malawi Union Mission						1
1042	SSD	Physician/Family Practice	EAD	Mwami Adventist Hospital		1				
1043	SSD	Physician/Surgeon	SID	Mwami Adventist Hospital		1				
1044	SSD	Physician/Surgeon	SID	Blantyre Adventist Hospital		1				
1045	SSD	Registered Nurse	SID	Blantyre Adventist Hospital		1				
1046	NAD	Dentist/Director of Dental Clinic	IAD	Davis Mem Clinic & Hospital		1				
1047	SSD	Physician	EAD	Mwami Adventist Hospital		1				
1048	GMEU	Lecturer	SID	Solusi University	1					
1049	SSD	Section Leader/Pastor	GMEU	Gulf Section				1		
1050	SSD	Principle, Sudan Seminary	TED	Greater Equatorial Field	1					
1051	SSD	Teacher	TED	Sudan Adventist Seminary	1					
1052	TED	Business/Computer Science Instructor	AID	Adv. University at Lukanga	1					
1053	SSD	Business/Computer Science Instructor	ECD	Adv. University at Lukanga	1					
1054	SPD	Global Resource Engineer	TED	AWR-Europe					1	
1055	NAD	Development Director	WAD	Kirker Hospital		1				
1056	NAD	Office Secretary	SSD	Southern Asia-Pacific Division					1	
1057	NAD	Physician	WAD	Kirker Hospital		1				
1058	NAD	Department of Education Director	SSD	Southern Asia-Pacific Division					1	
1059	NAD	President	AIAS	Adv Int Inst of Advanced St	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1060	EUD	Administrative Secretary I	GC	ADRA International (GC)						1
1061	EUD	Bureau Chief-Finance & Operations	GC	ADRA International (GC)						1
1062	EUD	Director, ADRA	AID	ADRA-AID						1
1063	SAD	Theology Teacher	IAD	Dominican Adventist Univ	1					
1064	NAD	Assist Prof in Theol & Religion	IAD	Northern Caribbean University	1					
1065	NAD	Teacher	IAD	Northern Caribbean University	1					
1066	TED	President - WAUM	WAD	West African Union Miss					1	
1067	NAD	Physician/ENT Specialist	IAD	Bella Vista Hospital		1				
1068	NAD	Physician/Surgeon	IAD	Bella Vista Hospital		1				
1069	NAD	Treasurer	ECD	East-Central Africa Division					1	
1070	NAD	Instructor	SSD	Asia-Pacific Int. University	1					
1071	NAD	Assistant Professor	SSD	Asia-Pacific Int. University	1					
1072	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
1073	NAD	Nurse Practitioner	SSD	Guam SDA Clinic		1				
1074	NAD	Vice President for Dev & PR	IAD	University of the Southern Caribbean	1					
1075	NAD	Office Secretary	SSD	Asia-Pacific Int. University	1					
1076	NAD	Office Secretary	SSD	Asia-Pacific Int. University	1					
1077	NAD	Vice President for Acad Admin	SSD	Asia-Pacific Int. University	1					
1078	NAD	Associate Professor	SSD	Asia-Pacific Int. University	1					
1079	NSD	Korean Pastor	SAD	Buenos Aires Conference				1		
1080	TED	Accountant	EAD	ADRA-Uganda						1
1081	TED	Library Assistant at SSD	SSD	Adv Int Inst of Advanced St	1					
1082	TED	ADRA Accountant	SID	ADRA-Africa Regional Office						1
1083	TED	ADRA Accountant	SID	ADRA-Africa Regional Office						1
1084	TED	ADRA Country Director	EAD	Uganda Union						1
1085	TED	ADRA Country Director	SSD	ADRA-Philippines						1
1086	TED	ADRA Director	SID	ADRA-Africa Regional Office						1
1087	NAD	Assistant Chief Engineer	SSD	AWR-Guam					1	
1088	NAD	Home Economics Lecturer	EAD	Solusi University	1					
1089	NAD	Optometrist	SSD	Saipan Adventist Clinic		1				
1090	NAD	Optometrist	SSD	Saipan Adventist Clinic		1				
1091	NAD	Treasurer	ESD	Armenian Mission					1	
1092	NAD	Dept Dir/Global Mssn, Children & Health Min.	TED	Greater Middle East Union Mission					1	
1093	NAD	Home School Teacher	ESD	Armenian Mission	1					
1094	NAD	ADRA Country Director	WAD	ADRA-Sierra Leone						1
1095	TED	Bible Worker	TED	Gulf Section				1		
1096	TED	Bible Worker	TED	Gulf Section				1		
1097	TED	Section Leader/Pastor	TED	Gulf Section				1		
1098	TED	Section Leader/Pastor	GMEU	Gulf Field				1		
1099	NAD	Science Tchr & Computer Programmer	IAD	Montemorelos University	1					
1100	NAD	Nurse	SAU	Bethel College		1				
1101	NAD	Teacher	SAU	Bethel College	1					
1102	NAD	Elementary Teacher	ECD	Maxwell Adventist Academy	1					
1103	NAD	Elementary Teacher	EAD	Maxwell Adventist Academy	1					
1104	NAD	History Teacher/Vice Principal	ECD	Maxwell Adventist Academy	1					
1105	NAD	History Teacher	EAD	Maxwell Adventist Academy	1					
1106	SPD	Staff Auditor	TED	Trans-European Division					1	
1107	NAD	Physician/General Surgeon	SID	Malamulo Hospital		1				
1108	ECD	ADRA Regional Technical Manager	SID	ADRA-Africa Regional Office						1
1109	SSD	Treasurer	AID	Africa-Indian Ocean Division					1	
1110	SSD	Treasurer	AID	Central African Union Mission					1	
1111	SSD	Treasurer	ESD	Trans-Caucasus Union Mission					1	
1112	SSD	Treasurer	WAD	West-Central Africa Division					1	
1113	SSD	Office Secretary	AID	Africa-Indian Ocean Division					1	
1114	SSD	Office Secretary	AID	Central African Union Mission					1	
1115	SSD	Dir, Health Minin./Dir, ELC School-Georgia	ESD	Trans-Caucasus Union Mission					1	
1116	SSD	Office Secretary	WAD	West-Central Africa Division					1	
1117	SAD	Medical Secretary	SUD	Scheer Memorial Hospital		1				
1118	SAD	Physician/Oncologist	SUD	Scheer Memorial Hospital					1	
1119	NAD	Treasurer	SSD	Southern Asia-Pacific Division					1	
1120	NAD	Associate Treasurer	SSD	Southern Asia-Pacific Division					1	
1121	NAD	Program Assistant - ADRA	SSD	ADRA-Philippines						1
1122	SPD	Director of Computer Center	GC	Andrews University	1					
1123	NAD	Day Care Teacher	SSD	Saipan SDA School	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1124	NAD	Principal	SSD	Saipan Adventist Clinic	1					
1125	NAD	Professor, Education Dept	IAD	Northern Caribbean University	1					
1126	NAD	VP for Student Administration	SSD	Asia-Pacific Int. University	1					
1127	NAD	Lecturer/Int'l Student Retention	SSD	Asia-Pacific Int. University	1					
1128	IAD	Pastor	TED	South England Conference				1		
1129	IAD	Teacher-Hyland House	TED	South England Conference	1					
1130	EUD	Home School Teacher	TED	ADRA-Pakistan	1					
1131	EUD	ADRA Country Director	TED	ADRA-Pakistan						1
1132	NAD	Instructor, Computer Department	IAD	Antillean Adventist University	1					
1133	NAD	VP for Academic Affairs	IAD	Antillean Adventist University	1					
1134	NAD	Head, Industrial	EAD	Maxwell Adventist Academy	1					
1135	NAD	ADRA - Technical Adviser	SSD	ADRA-Vietnam						1
1136	NAD	Nurse	EAD	Maxwell Adventist Academy		1				
1137	NAD	ADRA-Associate Director for Community Development	SSD	ADRA-Vietnam						1
1138	SAD	HR Assistant Director	ECD	ADRA-Ethiopia						1
1139	SAD	ADRA/Pollywog Director	SSD	ADRA-Bangladesh						1
1140	SAD	ADRA Country Director	ECD	ADRA-Ethiopia						1
1141	SAD	ADRA Country Director	SSD	ADRA-Bangladesh						1
1142	NAD	***ADRA Logistics Officer	EUD	ADRA-Mozambique						1
1143	NAD	ADRA- Country Director	EUD	ADRA-Mozambique						1
1144	NAD	Director, English Language Ctr	SSD	Asia-Pacific Int. University	1					
1145	NAD	Asst Prof, English Language Ctr	SSD	Asia-Pacific Int. University	1					
1146	NAD	Home School Teacher	SSD	Mount Klabat College	1					
1147	NAD	Physician/General Practice	NSD	Adv Medical Center, Okinawa		1				
1148	NAD	Associate Professor, Educ. Dept.	IAD	Northern Caribbean University	1					
1149	NAD	Associate Professor, Education Dept	AIAS	Adv Int Inst of Advanced St	1					
1150	NAD	Office Secretary	IAD	Northern Caribbean University	1					
1151	NAD	Manager, Information Media Resource Center	AIAS	Adv Int Inst of Advanced St	1					
1152	NAD	Junior Academy Home Ec Teacher	AIAS	Adv Int Inst of Advanced St	1					
1153	NAD	Academic Dean	NSD	Korea SDA Language Institutes	1					
1154	SPD	ADRA Country Director	SSD	ADRA-Laos						1
1155	NAD	Office Secretary	SSD	Southeast Asia Union Mission					1	
1156	SAD	IDE Specialist	GC	General Conference					1	
1157	SAD	Assistant Treasurer	ESD	East Russian Union Mission			1			
1158	SAD	Assoc Director, Publishing Ministries	GC	General Conference					1	
1159	SAD	Global Mission Director	ESD	East Russian Union Mission					1	
1160	NAD	Headmaster/Teacher-Grianach School	TED	British Union Conference	1					
1161	NAD	Publishing/SOP Coordinator	SSD	Guam-Micronesia Mission			1			
1162	NAD	Information System Manager	NAD	Guam SDA Clinic		1				
1163	NAD	Information Systems Manager	SSD	Guam SDA Clinic		1				
1164	NAD	Physician/Family Practice	IAD	Andrews Memorial Hospital		1				
1165	TED	President	TED	Middle East University	1					
1166	TED	President	GMEU	Middle East University	1					
1167	TED	Professor/Chair, School of Business Admin	TED	Middle East University	1					
1168	TED	Professor/Chair, Dept of Business	GMEU	Middle East University	1					
1169	NAD	Preventive Care Specialist	NAD	Guam SDA Clinic		1				
1170	NAD	Preventive Care Specialist	SSD	Guam SDA Clinic		1				
1171	NAD	Office Supervisor/Recruiter	SSD	Guam SDA Clinic		1				
1172	EUD	Theology Teacher	ECD	The University of Arusha	1					
1173	EUD	Theology Teacher	EAD	The University of Arusha	1					
1174	NAD	HSI Tutor	EAD	Adv Health Centre Lilongwe		1				
1175	NAD	Dentist	EAD	Adv Health Centre Lilongwe		1				
1176	NAD	Director for Packing Services	IAD	Haitian Adventist University	1					
1177	NAD	Principal/Modern Languages	IAD	Haitian Adventist University	1					
1178	SPD	ADRA Planning and Programs Coordinator	SSD	ADRA-Asia Regional Office, Thailand						1
1179	SPD	ADRA Office Secretary/Admin. Assistant	SSD	ADRA-Asia Regional Office, Thailand						1
1180	NAD	President	NSD	Unknown					1	
1181	NAD	Admin Assist for Development	ESD	Euro-Asia Division					1	
1182	NAD	President	ESD	Euro-Asia Division					1	
1183	NAD	Associate Departmental Director	AID	Gambia Mission Station					1	
1184	NSD	Korean Pastor	SAD	Paraguay Mission				1		
1185	NAD	Pastor	SSD	Koror, Belau Church				1		
1186	NAD	Teacher	SSD	Koror SDA Elementary School	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1187	NSD	Seminary Assistant Professor	AIIAS	Adv Int Inst of Advanced St	1					
1188	NAD	Pastor	TED	Israel Field				1		
1189	WAD	Associate Professor/Dean of Business	SUD	Spicer Memorial College	1					
1190	WAD	Dean, School of Business	ECD	Univ. of Eastern Africa Baraton	1					
1191	AID	Associate Professor/Head, Mathematics	EAD	Univ. of Eastern Africa Baraton	1					
1192	WAD	Director E G White Research Ctr	ECD	Univ. of Eastern Africa Baraton	1					
1193	AID	Mathematics Lecturer	EAD	Univ. of Eastern Africa Baraton	1					
1194	WAD	Accountant/Translator	SID	ADRA-Africa Regional Office						1
1195	WAD	Accountant/Translator	SID	ADRA-Africa Regional Office						1
1196	WAD	ADRA Associate Director of Finance	SID	ADRA-Africa Regional Office						1
1197	NAD	Dentist	SSD	Guam SDA Clinic		1				
1198	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
1199	EUD	Principal/Lecturer	SPD	Unknown	1					
1200	NAD	Physician/Ophthalmologist	IAD	Bella Vista Polyclinic		1				
1201	SUD	Instructor, English Department	EAD	Solusi University	1					
1202	SUD	Senior Lecturer, Faculty of Business	SID	Helderberg College	1					
1203	SUD	Chair, Languages & Communication Dept	SID	Solusi University	1					
1204	SUD	Dean, Faculty of Bus/Assist Prof & Dept Head	EAD	Solusi University	1					
1205	SUD	Dean of Academic affairs	SID	Solusi University	1					
1206	SUD	Professor/VP Acad Affairs	SID	Helderberg College	1					
1207	NAD	Lecturer, Dept of Nursing	IAD	Northern Caribbean University	1					
1208	NAD	Instructor, English Language Program	AIIAS	Adv Int Inst of Advanced St	1					
1209	EUD	Associate Professor, Health Dept	AIIAS	Adv Int Inst of Advanced St	1					
1210	SPD	ADRA Country Director	SSD	ADRA-Thailand						1
1211	SPD	Country Director, ADRA	SSD	ADRA-Laos						1
1212	SPD	ADRA Country Director	SSD	ADRA-Myanmar						1
1213	SPD	ADRA Planning and Programs Coordinator	SSD	ADRA-Asia Regional Office, Thailand						1
1214	SPD	Communication/PR Officer	SSD	ADRA-Thailand						1
1215	SPD	Office Secretary, ADRA	SSD	ADRA-Laos						1
1216	SPD	ADRA Marketing/PR Officer	SSD	ADRA-Myanmar						1
1217	SPD	Administrative Assistant -ADRA	SSD	ADRA-Asia Regional Office, Thailand						1
1218	SPD	Administrative Assistant ADRA	SSD	ADRA-Asia Regional Office, Thailand						1
1219	SSD	Associate Professor	SUD	Spicer Memorial College	1					
1220	NAD	Principal	AIIAS	AIIAS - Junior Academy	1					
1221	NAD	CM & WM Dir	TED	Egypt-Sudan Field					1	
1222	NAD	AIIAS Junior Academy Principal	AIIAS	AIIAS - Junior Academy	1					
1223	NAD	Associate Treasurer	SSD	Southern Asia-Pacific Division					1	
1224	NAD	Treasurer	TED	Egypt-Sudan Field					1	
1225	SAD	Dir, Admissions and Records	AIIAS	Adv Int Inst of Advanced St	1					
1226	SAD	Dir of Admissions and Records (Registrar)	AIIAS	Adv Int Inst of Advanced St	1					
1227	NAD	Administrative Office Secretary	NSD	Northern Asia-Pacific Division					1	
1228	NAD	Office Secretary	SSD	Southeast Asia Union Mission					1	
1229	NAD	Treasurer	NSD	Northern Asia-Pacific Division					1	
1230	NAD	Treasurer	SSD	Southeast Asia Union Mission					1	
1231	SPD	President	SSD	Cambodia Adventist Mission					1	
1232	SPD	Office Secretary	SSD	Cambodia Adventist Mission					1	
1233	SAD	Executive Housekeeper	SID	Yuka Adventist Hospital		1				
1234	NAD	Home School Teacher/Floater	SSD	Southern Asia-Pacific Division					1	
1235	NAD	High School English/Drama Teacher	SSD	Ekamai International School	1					
1236	EUD	ADRA Country Director	EUD	ADRA-Afghanistan						1
1237	NAD	Manager	SID	Southern Publishing Assoc			1			
1238	NAD	General Manager	SAU	Southern Publishing Assoc			1			
1239	NAD	ADRA Country Director	ESD	ADRA-Georgia						1
1240	NSD	Pastor	SPD	Greater Sydney Conference				1		
1241	SPD	Assoc Prof. Theology & Christian Philosophy	GC	Andrews University	1					
1242	SSD	Treasurer	ECD	Greater Equatorial Field					1	
1243	NAD	Business Manager	IAD	Haitian Adventist University	1					
1244	NSD	Pastor, South Central Peru Conference	SAD	South American Division				1		
1245	NSD	Korean Pastor, Sao Paulo Conf	SAD	South American Division				1		
1246	NAD	Vice Principal/Vocational Director	ECD	Eyira Vocation Sch, Sudan	1					
1247	NAD	Vice Principal/Vocational Director	TED	Eyira Vocation Sch, Sudan	1					
1248	NAD	Librarian (37.5%)/Office Assistant (12.5%)	ECD	Eyira Vocation Sch, Sudan	1					
1249	NAD	Librarian/Office Assistant	TED	Eyira Vocation Sch, Sudan	1					
1250	SPD	ADRA Director	NSD	ADRA-Mongolia						1

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1251	TED	Bible Worker	TED	Cyprus Section				1		
1252	NAD	Marketing Manager	IAD	Davis Mem Clinic & Hospital		1				
1253	TED	President	TED	Greater Middle East Union Mission					1	
1254	NAD	Departmental Director	SUD	Nepal Field					1	
1255	NAD	Departmental Director	SUD	Nepal Field					1	
1256	NAD	Director	SUD	Nepal Field					1	
1257	SUD	Dep.Dir, Edu/Min Assn Sec/Church Growth/Plnt, Men Min.	TED	Greater Middle East Union Mission					1	
1258	EUD	Programs-Donor Relationship Officer	ECD	ADRA-Kenya						1
1259	SSD	Lecturer/Maintenance	SPD	Pacific Adventist University	1					
1260	SSD	Assistant Professor/Senior Lecturer	SPD	Pacific Adventist University	1					
1261	NAD	Pastor, Agana Heights Church	SSD	Guam-Micronesia Mission				1		
1262	NAD	Office Secretary	SSD	Guam-Micronesia Mission					1	
1263	NAD	Cardiopulmonary Lab Supervisor	NSD	Hongkong Adventist Hospital		1				
1264	NAD	Assoc Secretary	SPD	New Zealand Pacific Union Conference					1	
1265	NAD	Principal	SSD	Palau Mission Academy	1					
1266	NAD	Womens Ministries Director	SPD	New Zealand Pacific Union Conference					1	
1267	NAD	UnderTreasurer	SSD	Southern Asia-Pacific Division					1	
1268	NAD	Secretary-Treasurer	SSD	Guam-Micronesia Mission					1	
1269	NAD	Theology Professor	EUD	Saleve Adventist University	1					
1270	NAD	Theology Professor	EUD	Saleve Adventist University	1					
1271	NAD	Secretary	SPD	French Polynesia Mission					1	
1272	NAD	Associate Director, GCAS	ESD	Euro-Asia Division					1	
1273	SPD	Dir of Childrens Ministries	NAD	North American Division					1	
1274	SPD	Editor, Adventist Review	GC	General Conference					1	
1275	NAD	Assoc Professor, Physics	SPD	Pacific Adventist University	1					
1276	NSD	Director, 1000 Missionary Movement	SSD	Southern Asia-Pacific Division				1		
1277	NAD	Faculty/Education Instructor	EAD	Univ. of Eastern Africa Baraton	1					
1278	TED	ADRA Country Director	EAD	Uganda Union						1
1279	SUD	ADRA Deputy Program Director	ESD	ADRA-Kyrgyzstan						1
1280	SPD	President	EUD	Swiss Union Conference					1	
1281	SUD	Evangelist	SPD	Unknown				1		
1282	NAD	Theology Professor	IAD	Montemorelos University	1					
1283	SID	ADRA Country Director	NSD	ADRA-Mongolia						1
1284	SID	ADRA Country Director	TED	ADRA-Sudan						1
1285	SID	ADRA Country Director	GMEU	ADRA-Sudan						1
1286	SID	ADRA Accountant	NSD	Mongolia Mission Field						1
1287	SID	ADRA Accountant	NSD	ADRA-Mongolia						1
1288	SID	ADRA Accountant	NSD	ADRA-Mongolia						1
1289	SAU	ADRA Accountant	NSD	ADRA-Mongolia						1
1290	SPD	AMC Departmental Assistant	NAD	Adventist Media Center-NAD					1	
1291	SPD	Vice Pres for Production	NAD	Adventist Media Center-NAD					1	
1292	NSD	Korean Pastor	SAD	Central Brazil Union Conf				1		
1293	NSD	Korean Pastor	SAD	Metropolitan Chile Conference				1		
1294	NAD	Global Mission Director/Publishing Ministry Dir	ESD	Armenian Mission				1		
1295	NSD	AWR Asia-Pacific Region Director	SSD	AWR-Singapore					1	
1296	NSD	Office Secretary	SSD	AWR-Singapore					1	
1297	SAD	Orthopedic Physician/Medical Director	SID	Adv. Med.-Surg. Clinic of Antananarivo		1				
1298	ESD	Science Lecturer	SSD	Asia-Pacific Int. University	1					
1299	ESD	Employment Assignment	SSD	Asia-Pacific Int. University	1					
1300	ESD	Principal	SSD	Ebeye SDA School System	1					
1301	EUD	Monitoring & Eval Office/Proposal	ECD	ADRA-East Congo Union Mission						1
1302	EUD	ADRA Country Director	ECD	ADRA-East Congo Union Mission						1
1303	EUD	Senegal - Country Director	WAD	ADRA Senegal						1
1304	SUD	Administrative Office Secretary	AID	East Congo Union Mission					1	
1305	SUD	Administrative Office Secretary	AID	East Congo Union Mission					1	
1306	SUD	Administrative Office Secretary	ECD	East Congo Union Mission					1	
1307	SUD	Administrative Office Secretary	ECD	East Congo Union Mission					1	
1308	EUD	ADRA Director	AID	ADRA-East Congo Union Mission						1
1309	EUD	ADRA Director	ECD	ADRA-East Congo Union Mission						1
1310	TED	Desk Officer, Poverty Alleviation Program	ECD	ADRA-Uganda					1	
1311	TED	Health & Temp. Dir./Desk Officer, Poverty	ECD	Uganda Union					1	
1312	TED	ADRA Country Director	ECD	ADRA-Uganda						1
1313	SSD	Home School Teacher	WAD	Babcock University	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1314	SSD	ICT Director	WAD	Babcock University	1					
1315	ECD	Assistant Librarian	WAD	Adv University, Cosendai-Cameroon	1					
1316	ECD	Assistant Librarian	WAD	Adv University, Cosendai-Cameroon	1					
1317	TED	Physician/Surgeon at Alert Ethiopia	EAD	Alert Leprosorium		1				
1318	NAD	Director/Principal	SSD	Ekamai International School	1					
1319	NAD	Principal	SSD	Ekamai International School	1					
1320	TED	Dept Resourcing Director	TED	Pakistan Union Section					1	
1321	TED	President	TED	Pakistan Union Section					1	
1322	EAD	Snr Lecturer, Business Studies	SPD	Pacific Adventist University	1					
1323	WAD	ADRA Country Director	ECD	North East Congo Attached Territory						1
1324	SPD	Assoc Secy, Ministerial Assn	GC	General Conference					1	
1325	NAD	Professor of New Testament	SUD	Spicer Memorial College	1					
1326	SAD	Country Director	ECD	ADRA-Rwanda						1
1327	NAD	Home School Teacher	TED	ADRA-Yemen						1
1328	NAD	ADRA Director	AID	ADRA-Rwanda						1
1329	NAD	ADRA Director	AID	ADRA-Liberia						1
1330	NAD	ADRA Director	ECD	Rwanda Union Mission						1
1331	NAD	ADRA Country Director	TED	ADRA-Yemen						1
1332	NAD	ADRA GMEU Coordinator	GMEU	Greater Middle East Union Mission						1
1333	TED	Treasurer	TED	Egypt-Sudan Field					1	
1334	SSD	Treasurer	GMEU	Egypt-Sudan Field					1	
1335	SSD	Lecturer	ECD	Adv. University at Lukanga	1					
1336	ECD	Assoc Dir, Education Dept	GC	General Conference					1	
1337	ECD	Floater on-call	GC	General Conference					1	
1338	NSD	Medical Director/General Surgeon	ECD	Gimbie Hospital		1				
1339	NAD	Art Teacher	SSD	Guam Adventist Academy	1					
1340	NSD	Physician/Internist	SSD	Guam SDA Clinic		1				
1341	NAD	Dentist	IAD	Community Hospital of SDA		1				
1342	NAD	Ophthalmologist	SSD	Guam SDA Clinic		1				
1343	NAD	Dentist	SSD	Saipan Adventist Clinic		1				
1344	NSD	Associate Church Pastor	NAD	Allegheny East Conference				1		
1345	NSD	Employment Assignment	SSD	Southern Asia-Pacific Division					1	
1346	NSD	Korean Pastor	SAD	Paraguay Mission				1		
1347	NSD	Guest Coord, 1000 Missionary Movement	SSD	Southern Asia-Pacific Division				1		
1348	NSD	Director, 1000 Missionary Movement	SSD	Southern Asia-Pacific Division				1		
1349	NAD	Physician/Internal Medicine	SSD	Guam SDA Clinic		1				
1350	NAD	Associate Professor/ Chair, Music Dept	IAD	Northern Caribbean University	1					
1351	NSD	Director, 1000 Missionary Movement	SSD	Southern Asia-Pacific Division		1				
1352	NSD	Teacher/Fundraiser	SSD	Bangladesh Adv. Seminary & College	1					
1353	NSD	Teacher/Fundraiser	SSD	Bangladesh Adv. Seminary & College	1					
1354	NAD	Physical Therapist	SSD	Guam SDA Clinic		1				
1355	SID	Principal Of Nursing Tutor	ECD	Gimbie Hospital	1					
1356	SID	Principal of Nursing Tutor	ECD	Gimbie Hospital	1					
1357	TED	Physician/Medical Director	ECD	Gimbie Hospital		1				
1358	TED	Physician	EAD	Adv Health Centre Lilongwe		1				
1359	TED	Physician	SID	Adv Health Centre Lilongwe		1				
1360	TED	Physician	SID	Botswana Ad Med Services		1				
1361	TED	Physician	SID	Botswana Ad Med Services		1				
1362	NAD	ADRA Country Director	SID	ADRA-Sao Tome & Principe						1
1363	NAD	ADRA Programs Director	SID	ADRA-Madagascar						1
1364	NAD	Asst Prof Research & Statistics	AIIAS	Adv Int Inst of Advanced St	1					
1365	NAD	ADRA Human Resources Dir	SID	ADRA-Sao Tome & Principe						1
1366	NAD	English Teacher/Instructor AJA	AIIAS	Adv Int Inst of Advanced St	1					
1367	NAD	Special Projects & HR Director	SUD	Scheer Memorial Hospital		1				
1368	NAD	Special Projects & HR Director	SUD	Scheer Memorial Hospital		1				
1369	NAD	Hospital Administrator	SUD	Scheer Memorial Hospital		1				
1370	EUD	Host, StoryLine - The Bible Way	GC	Hope Channel Inc.				1		
1371	EUD	Professor	SAD	River Plate Adventist University	1					
1372	EUD	Assistant Professor	AIIAS	Adv Int Inst of Advanced St	1					
1373	EUD	Assoc. Editor, Adv. Review/Adventist World	GC	General Conference					1	
1374	EUD	Theology Professor	SAD	Lat-Am Adv Th Sem/Peru	1					
1375	EUD	Theology Professor	SAD	River Plate Adventist University	1					
1376	EUD	Seminary Dean	AIIAS	Adv Int Inst of Advanced St	1					
1377	EUD	Religion Professor	NAD	Southern Adventist University	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1378	EUD	Vice-President	SID	Helderberg College	1					
1379	EUD	Theology Professor	SAD	River Plate Adventist University	1					
1380	EUD	Dean, School of Theology	SAD	Bolivia Adventist University	1					
1381	SID	Professor	SAD	River Plate Adventist University	1					
1382	SID	Teacher	SAD	Bolivia Adventist University	1					
1383	NSD	Director, Distance Education	AIAS	Adv Int Inst of Advanced St	1					
1384	NSD	Professor, Seminary	AIAS	Adv Int Inst of Advanced St	1					
1385	SAD	Dept Director, Com/PARL	WAD	West-Central Africa Division					1	
1386	SAD	Office Secretary/Compound Beautification	WAD	West-Central Africa Division					1	
1387	NAD	Radio Prog & Press Manager	TED	Greater Equatorial Field					1	
1388	NAD	Radio Prog & Press Manager	TED	Greater Equatorial Field					1	
1389	NAD	Treasurer	TED	Greater Equatorial Field					1	
1390	SSD	Records Assistant	GC	General Conference					1	
1391	SSD	Director of Childrens Ministries	GC	General Conference					1	
1392	TED	Asst Professor - Ch of Eng Dept	TED	Pakistan Adventist Seminary	1					
1393	NAD	Office Manager	SSD	Vietnam					1	
1394	NAD	Director, ADRA	SSD	ADRA-Vietnam						1
1395	SID	Director, GCAS	GC	General Conference					1	
1396	SID	Inder-division employee specialist	GC	General Conference					1	
1397	SAD	VP- Academic Affairs, Prof Education Dept	IAD	Montemorelos University	1					
1398	SAD	Professor, ED Department	IAD	Montemorelos University	1					
1399	NAD	Instructor	EAD	Univ. of Eastern Africa Baraton	1					
1400	NAD	Technology Instructor	EAD	Univ. of Eastern Africa Baraton	1					
1401	SPD	Home School Teacher	NSD	Mongolia Mission Field	1					
1402	SPD	Administrator/Director	NSD	Mongolia Mission Field					1	
1403	SPD	Pastor-Evangelist	TED	Albania Mission of SDA				1		
1404	SPD	Special Asst (contract basis)	GC	General Conference					1	
1405	SPD	Associate Secretary	GC	General Conference					1	
1406	SAD	ADRA Country Director	ECD	ADRA-Burundi						1
1407	SAD	ADRA Country Director	WAD	Burkina Faso Mission						1
1408	NAD	Pastor	SSD	Guam-Micronesia Mission				1		
1409	SAD	Departmental Director	NSD	Mongolia Mission Field					1	
1410	SAD	Depart Director-Womens/Childrens/Family Ministry	NSD	Mongolia Mission Field					1	
1411	SAD	Ministerial Secretary/Education Director	NSD	Mongolia Mission Field					1	
1412	SAD	Administrator/Director	NSD	Mongolia Mission Field					1	
1413	SAD	ADRA Administrative Assistant	SSD	ADRA-Asia Regional Office, Thailand						1
1414	SAD	Associate Director, IWM	GC	General Conference						1
1415	SAD	ADRA Regional Director	SSD	ADRA-Asia Regional Office, Thailand						1
1416	SAD	Prof of World Miss	GC	Andrews University	1					
1417	AID	ADRA Country Director	EAD	East African Union						1
1418	SSD	Director, SS & Per Ministries	GC	General Conference					1	
1419	SSD	Assoc Dir, Health & Temp Dept	GC	General Conference					1	
1420	SUD	Dean, Faculty of Arts & Humanities	SSD	Asia-Pacific Int. University	1					
1421	SUD	Associate Professor	SSD	Asia-Pacific Int. University	1					
1422	NAD	Theology Professor	IAD	Montemorelos University	1					
1423	NAD	Professor, Language Institute	IAD	Montemorelos University	1					
1424	NSD	Guest House Coord., 1000 Missnary Movmt	SSD	Southern Asia-Pacific Division				1		
1425	SSD	Dean/Lecturer, School of Business	SPD	Pacific Adventist University	1					
1426	NAD	Physical Therapist	NAD	Guam SDA Clinic			1			
1427	NAD	Physical Therapist	SSD	Guam SDA Clinic			1			
1428	SSD	Physician/Anesthesiologist	SUD	Scheer Memorial Hospital			1			
1429	NAD	Elementary School Teacher	NSD	Taiwani Adventist American School	1					
1430	NAD	Principal	NSD	Taiwani Adventist American School	1					
1431	NAD	Education Dept. Director	SSD	Guam-Micronesia Mission					1	
1432	SAD	Departmental Director	IAD	Montemorelos University	1					
1433	SID	ADRA Country Director	ECD	ADRA-East Congo Union Mission						1
1434	SSD	Dept Dir. for Womens/Family/Children	NSD	Northern Asia-Pacific Division					1	
1435	SSD	President	NSD	Hong Kong Adv College	1					
1436	NAD	Accountant	SID	SDA Orthodontic Svcs Harare			1			
1437	NAD	Orthodontis/Dental Clinic Director	SID	SDA Orthodontic Svcs Harare			1			
1438	NAD	Development Coordinator	ECD	Ethiopian Union Mission					1	
1439	NAD	Development Coordinator	ECD	Ethiopian Union Mission					1	
1440	SID	Assoc Health Ministries Director	GC	General Conference					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1441	SID	Interdivision Employee Specialist	GC	General Conference					1	
1442	SSD	Treasurer	ECD	Ethiopian Union Mission					1	
1443	SSD	Treasurer	EAD	Ethiopian Union Mission					1	
1444	SSD	ADRA Country Director	TED	ADRA-Sudan South						1
1445	SSD	Undertreasurer	WAD	West-Central Africa Division					1	
1446	NAD	Administrative Office Secretary	AID	Africa-Indian Ocean Division					1	
1447	NAD	Assoc Dir Adv Medical System	SID	Indian Ocean Union Mission				1		
1448	NAD	Physician/Physician	EAD	Malamulo Hospital			1			
1449	NAD	Physician/Surgeon	SID	Adv. Med.-Surg. Clinic of Antananarivo			1			
1450	NAD	Physician/Surgeon	SID	Malamulo Hospital			1			
1451	NAD	Asst Professor, Respiratory Therapy Dept	IAD	Antillean Adventist University	1					
1452	NAD	Office Secretary	IAD	Antillean Adventist University	1					
1453	SSD	Physician/OB/GYN/Health Min. Dir.-Uganda	ECD	Adventist Medical Centre, Uganda			1			
1454	SSD	Physician - Director, Health Services	EAD	Ethiopian Adventist College			1			
1455	SSD	Director, Health Services	EAD	Univ. of Eastern Africa Baraton			1			
1456	SSD	Treasurer	ECD	Uganda Union					1	
1457	SSD	Treasurer	ECD	Uganda Union					1	
1458	SSD	Business Instructor	EAD	Ethiopian Adventist College		1				
1459	SSD	Business Teacher	EAD	Univ. of Eastern Africa Baraton		1				
1460	SAD	Director, ADRA	SID	ADRA-Angola						1
1461	NAD	Instructor/English Teacher	SSD	Bangkok Adventist Hospital		1				
1462	NAD	President	SSD	Bangkok Adventist Hospital			1			
1463	IAD	Assoc. Director of Admissions	NAD	Atlantic Union College		1				
1464	IAD	President	NAD	Atlantic Union College		1				
1465	SSD	Physician	EAD	Kanye Adventist Hospital			1			
1466	SSD	Medical Technologist	EAD	Kanye Adventist Hospital			1			
1467	EUD	Instructor	AID	Valley View University		1				
1468	EUD	Associate Professor	AID	Valley View University		1				
1469	NAD	Teacher	SSD	Guam Adventist Academy		1				
1470	NAD	Treasurer	SSD	Guam-Micronesia Mission					1	
1471	SSD	Physician	SPD	Atoifi Adventist Hospital			1			
1472	NAD	Physician/Chief of Staff	IAD	Bella Vista Hospital			1			
1473	NAD	Utilization Review Director	IAD	Bella Vista Hospital			1			
1474	NAD	Lecturer	ECD	Univ. of Eastern Africa Baraton		1				
1475	NAD	Matron	EAD	Gimbie Hospital			1			
1476	NAD	Dentist	IAD	Community Hospital of SDA			1			
1477	NAD	Pastor	SSD	Korean SDA Church					1	
1478	NAD	Pharmacist	NAD	Guam SDA Clinic			1			
1479	NAD	Pharmacist	SSD	Guam SDA Clinic			1			
1480	NSD	President	SSD	Bangladesh Adv. Seminary & College		1				
1481	SPD	Professor and Dean, Faculty of Business	SSD	Asia-Pacific Int. University		1				
1482	SPD	Prof. Business Dept	AIAS	Adv Int Inst of Advanced St		1				
1483	NAD	Nurse	SSD	Guam SDA Clinic			1			
1484	NAD	Pharmacist	SSD	Guam SDA Clinic			1			
1485	SPD	Assistant Instructor	SSD	Asia-Pacific Int. University		1				
1486	SPD	Assistant Instructor, ESL Dept	SSD	Asia-Pacific Int. University		1				
1487	SPD	Assistant Instructor	SSD	Asia-Pacific Int. University		1				
1488	SPD	Director of Eng Ctr	AIAS	Adv Int Inst of Advanced St		1				
1489	SPD	Director of Eng Ctr	AIAS	Adv Int Inst of Advanced St		1				
1490	SAD	Administrative Office Secretary	AID	Indian Ocean Union Mission					1	
1491	SAD	Administrative Office Secretary	AID	Indian Ocean Union Mission					1	
1492	SAD	Office Secretary	SID	Mozambique Union Mission					1	
1493	SAD	Office Secretary	SID	Mozambique Union Mission					1	
1494	SAD	President	AID	Indian Ocean Union Mission					1	
1495	SAD	Field Secretary & Sabbath School Director	SID	Mozambique Union Mission					1	
1496	SAD	ADRA Country Director	WAD	ADRA-Mali						1
1497	NAD	Department of Education Director	SSD	Southern Asia-Pacific Division					1	
1498	NAD	Guesthouse Coord/Comm Services Asst	SSD	Southern Asia-Pacific Division						1
1499	NAD	ADRA Program Assistant	SSD	ADRA-Philippines		1				
1500	SAD	Professor	IAD	Montemorelos University			1			
1501	NAD	Physician/Family Practice	SSD	Guam SDA Clinic			1			
1502	NAD	Medical Staff Coordinator	SSD	Guam SDA Clinic			1			
1503	NAD	ADRA Director	SSD	ADRA-Thailand						1
1504	NAD	ADRA Director	SSD	ADRA-Asia Regional Office, Thailand						1

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1505	SPD	ADRA Technical Officer of Health	SUD	ADRA-Nepal						1
1506	SPD	ADRA Country Director	SUD	ADRA-Nepal						1
1507	NAD	Accountant	SSD	ADRA-Thailand						1
1508	NAD	ADRA Accountant	SSD	ADRA-Asia Regional Office, Thailand						1
1509	EUD	Administrative Assistant	GC	General Conference					1	
1510	EUD	ADRA Temporary Administrative Support	GC	ADRA International (GC)						1
1511	EUD	Project Manager, Hope Magazine	GC	General Conference					1	
1512	NAD	Academic Dean	NSD	Taiwan Adventist College	1					
1513	NAD	Optometrist	SSD	Guam SDA Clinic		1				
1514	SSD	Staff Auditor	NSD	Northern Asia-Pacific Division					1	
1515	NAD	Accountant	NSD	Taiwan Adventist College	1					
1516	NAD	Principal	SSD	Chuuk SDA School	1					
1517	NAD	Secretary	NSD	Northern Asia-Pacific Division					1	
1518	IAD	Administrative Office Secretary, Trust Services	GC	General Conference					1	
1519	NAD	Administrative Secretary	EAD	Eastern Africa Division					1	
1520	IAD	Associate Treasurer	GC	General Conference					1	
1521	NAD	Treasurer	EAD	Eastern Africa Division					1	
1522	SAD	Assistant Director for Food Security	GC	ADRA International (GC)						1
1523	SSD	Physician	EAD	Botswana Ad Med Services		1				
1524	SSD	Physician, Health Min Dir/HR Mgr	SID	Southern Africa-Indian Ocean Division		1				
1525	SSD	Physician	SID	Botswana Ad Med Services		1				
1526	SSD	Business Manager	AID	Hopital Adventiste de Koza		1				
1527	NAD	Accountant	ECD	Heri Adventist Hospital		1				
1528	NAD	Accountant	ECD	Heri Adventist Hospital		1				
1529	SSD	Business Manager	EAD	Botswana Ad Med Services		1				
1530	SSD	Controller	SID	Southern Africa-Indian Ocean Division					1	
1531	SSD	Business Manager	SID	Botswana Ad Med Services		1				
1532	SSD	Physician	AID	Hopital Adventiste de Koza		1				
1533	NAD	Physician	ECD	Kendu Adventist Hospital		1				
1534	NAD	Physician	ECD	Heri Adventist Hospital		1				
1535	NAD	Physician/Internist	SID	Kanye Adventist Hospital		1				
1536	SSD	Agricultural Lecturer	SPD	Sonoma Adventist College	1					
1537	NAD	Ultrasound Technologist	SSD	Guam SDA Clinic		1				
1538	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
1539	NAD	Academic Dean	NSD	Hong Kong Adv College	1					
1540	NAD	Physician/Family Practice	IAD	Valley of the Angels Hospital		1				
1541	NAD	Physician/Family Practice	WAD	7th Day Adv. Hospital ILE-IFE		1				
1542	NAD	Physician, Family Medicine/Homeschool Teacher	WAD	7th Day Adv. Hospital ILE-IFE		1				
1543	TED	President	TED	Egypt-Sudan Field					1	
1544	EUD	ADRA Director	WAD	Burkina Faso Mission						1
1545	NAD	Elementary School Teacher	NSD	La Rue Villa Sch, Hong Kong	1					
1546	NAD	IT Dept Dir/Telephony Specialist	IAD	Puerto Rican Union Conference					1	
1547	EUD	Treasurer/ADRA Director	EAD	Zimbabwe Union					1	
1548	SAD	Administrative Office Secretary	ESD	Source of Life Publishing House					1	
1549	SAD	Admin Office Secretary	SUD	Southern Asia Division					1	
1550	SAD	ADRA - Associate Finance Director	EUD	ADRA-Mozambique						1
1551	SAD	Financial Director – SOLPH	ESD	Source of Life Publishing House					1	
1552	SAD	ADRA - Financial Director	ESD	ADRA-Armenia						1
1553	SAD	ADRA Country Director	SUD	ADRA-India						1
1554	SAD	ADRA Finance Director	SUD	ADRA-India						1
1555	EUD	Office Secy/Receptionist/Shepherdess Coor	WAD	Equatorial Guinea Mission					1	
1556	SAD	Office Secretary	IAD	Montemorelos University	1					
1557	SAD	Professor, Dept of Education	IAD	Montemorelos University	1					
1558	NAD	Music Teacher	IAD	Central American Adv Univ	1					
1559	NAD	Nurse	SSD	Guam SDA Clinic		1				
1560	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
1561	SAD	ADRA Administrative Asst	NSD	ADRA-China						1
1562	SAD	Administrative Office Secretary – ADRA	SUD	ADRA-Nepal						1
1563	NAD	Dentist	SSD	Saipan Adventist Clinic		1				
1564	SSD	ADRA Management Intern	ESD	ADRA-Azerbaijan						1
1565	SSD	Accountant	TED	Greater Middle East Union Mission					1	
1566	SSD	Accountant	TED	Greater Middle East Union Mission					1	
1567	SSD	Accountant	GMEU	Greater Middle East Union Mission					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1568	SSD	Accountant	GMEU	Greater Middle East Union Mission					1	
1569	SAD	Department Director, Ministerial, ACM, STW	NSD	Northern Asia-Pacific Division					1	
1570	SAD	Dean/Prof, Faculty of Religious Studies	SSD	Asia-Pacific Int. University	1					
1571	SAD	Vice President for Finance	AIAS	Adv Int Inst of Advanced St	1					
1572	SAD	ADRA Country Director	WAD	ADRA-Liberia						1
1573	TED	Provost of Andrews University	GC	Andrews University	1					
1574	TED	President	NAD	Canadian University College	1					
1575	TED	Vice President of Academic Admin.	NAD	Canadian University College	1					
1576	NAD	Dir, Institutional Development	IAD	Central American Adv Univ	1					
1577	NSD	Church Pastor	SAD	South Sao Paulo Conf				1		
1578	SPD	Prof of Missiology, Theology Dept	NSD	Korean Sahmyook University	1					
1579	SPD	Assistant Professor	NSD	Korean Sahmyook University	1					
1580	SPD	Pastor	NSD	Hongkong Adventist Hospital Church				1		
1581	SPD	Religious Study Center, Buddhism	SSD	Thailand Mission, Bangkok				1		
1582	SPD	Instructor	NSD	Korean Sahmyook University	1					
1583	SPD	Teacher	NSD	Korean Sahmyook University	1					
1584	SPD	Instructor	NSD	Korean Sahmyook University	1					
1585	SPD	Teacher	SSD	Bangkok Overseas Adv Sch	1					
1586	SPD	Teacher	SSD	Bangkok Overseas Adv Sch	1					
1587	NAD	Associate Treasurer	EAD	Eastern Africa Division					1	
1588	NAD	Associate Treasurer	SID	Southern Africa-Indian Ocean Division					1	
1589	NAD	Assistant Financial Director, ADRA	TED	ADRA-Sudan South						1
1590	NAD	Dentist	EAD	SDA Health Services, Nairobi		1				
1591	NAD	Dentist	IAD	St Vincent Primary Health-Care and Dental Clinic		1				
1592	NAD	Dentist	EAD	SDA Health Services, Nairobi		1				
1593	NAD	Coordinator of the MA Program/School of Public Health	IAD	Montemorelos University	1					
1594	SPD	President	TED	Greek Mission					1	
1595	NAD	Professor, School of Education	IAD	Central American Adv Univ	1					
1596	NAD	Elementary Teacher	SSD	Guam Adventist Academy	1					
1597	NAD	Administrator	SSD	Guam SDA Clinic		1				
1598	NAD	ADRA Yemen Country Director	GMEU	ADRA-Yemen						1
1599	NAD	Dean, Faculty of Religion & Theology	IAD	University of the Southern Caribbean	1					
1600	NAD	Associate Professor, Education Department	IAD	University of the Southern Caribbean	1					
1601	ECD	Instructor	WAD	Valley View University	1					
1602	ECD	Instructor	WAD	Valley View University	1					
1603	ECD	Associate Professor	WAD	Valley View University	1					
1604	NAD	Associate Professor/Music	SAD	Chile Adventist University	1					
1605	SPD	Director of Maintenance	SUD	Scheer Memorial Hospital		1				
1606	SPD	Office Secretary	SUD	Scheer Memorial Hospital		1				
1607	SSD	Lecturer, Dept fo Management	ECD	Univ. of Eastern Africa Baraton	1					
1608	SSD	Lecturer, Dept of Management	ECD	Univ. of Eastern Africa Baraton	1					
1609	SSD	Senior Lecturer	SID	Helderberg College	1					
1610	SSD	Vice-President of Financial Affairs	IAD	Haitian Adventist University	1					
1611	SSD	Human Resources Director	IAD	Davis Mem Clinic & Hospital	1					
1612	SSD	Physician/OB/GYN	IAD	Davis Mem Clinic & Hospital		1				
1613	SAD	Physician/Surgeon/Medical Director	SID	Yuka Adventist Hospital		1				
1614	NAD	Dpt Dir, Sch Plnting/Lang Sch Coord, Tentmkr, Wldn, Ed Lias	GMEU	Greater Middle East Union Mission					1	
1615	NAD	Home School Teacher/Personal Assistant	GMEU	Greater Middle East Union Mission	1					
1616	NAD	Personal Assistant	GMEU	Greater Middle East Union Mission					1	
1617	SSD	Chief Financial Officer	SID	South-Western Angola Union Mission					1	
1618	SAD	Professor, Chair, School of Engineering	IAD	Montemorelos University	1					
1619	SAD	Nurse, Vision Institute	IAD	Montemorelos University Hosp		1				
1620	SSD	Office Secretary	AID	Central African Union Mission					1	
1621	SSD	Office Secy/Bookkeeper	IAD	Haitian Adventist University	1					
1622	SSD	Office Secretary	WAD	Central African Union Mission					1	
1623	SSD	Treasurer	AID	Central African Union Mission					1	
1624	SSD	Vice President for Financial Affairs	IAD	Haitian Adventist University	1					
1625	SSD	Treasurer	WAD	Central African Union Mission					1	
1626	WAD	GCAS Associate Director, GCAS	SSD	Southern Asia-Pacific Division					1	
1627	SUD	Lecturer, Educational Dept	ECD	Bugema University	1					
1628	SUD	Lecturer, Educational Dept	ECD	Bugema University	1					

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1629	WAD	Office Secretary	SSD	Southern Asia-Pacific Division					1	
1630	WAD	Vice Chancellor	ECD	Bugema University		1				
1631	WAD	Professor/Dean, School of Education	SUD	Spicer Memorial College		1				
1632	SSD	Professor	NAD	Columbia Union College		1				
1633	SSD	Medical Director/Physician/Surgeon	ECD	Ishaka Adventist Hospital			1			
1634	SSD	Physician	EAD	Kanye Adventist Hospital			1			
1635	SSD	ADRA, Associate Director of Internal Audit	GC	ADRA International (GC)						1
1636	SSD	Store Manager & Purchasing Officer	ECD	Ishaka Adventist Hospital			1			
1637	SSD	Store Mgr & Purchasing Officer	ECD	Ishaka Adventist Hospital			1			
1638	NAD	Physician/Internist	IAD	Andrews Memorial Hospital			1			
1639	SUD	Staff Physician	IAD	Community Hospital of SDA			1			
1640	SSD	Physician/OB-GYN	SID	Malamulo Hospital			1			
1641	SSD	Physician/OB-GYN	SID	Blantyre Adventist Hospital			1			
1642	SSD	Physician/OB-GYN	SUD	Scheer Memorial Hospital			1			
1643	NAD	Physician/Surgeon	SSD	Guam SDA Clinic			1			
1644	SAD	Office Secretary	SSD	ADRA-Vietnam						1
1645	SSD	Medical Technologist	EAD	Kanye Adventist Hospital			1			
1646	SSD	Medical Technologist	SID	Kanye Adventist Hospital			1			
1647	NAD	Principal/Teacher	AIIAS	AIIAS - Junior Academy		1				
1648	NAD	Elementary School Teacher	AIIAS	AIIAS - Junior Academy		1				
1649	NAD	Elementary School Teacher	AIIAS	Adv Int Inst of Advanced St		1				
1650	NAD	Ministerial Association Secretary	NSD	Northern Asia-Pacific Division					1	
1651	NAD	Associate Professor, Seminary	AIIAS	Adv Int Inst of Advanced St		1				
1652	NAD	President	SSD	Bangladesh Adv. Seminary & College		1				
1653	NAD	Church Pastor	NSD	Hongkong Adventist Hospital					1	
1654	NAD	Pastor	SSD	Koror, Belau Church					1	
1655	NAD	Office Secretary	SSD	Bangladesh Adv. Seminary & College		1				
1656	NAD	QI Coordinator/Perfrmnc Imprvmt/Risk Mgr	NSD	Hongkong Adventist Hospital			1			
1657	NAD	Vice Principal	SSD	Palau Mission Academy		1				
1658	NAD	Director, English Lang Schools	SSD	Thailand Mission, Bangkok		1				
1659	NAD	Office Secretary	NSD	Northern Asia-Pacific Division					1	
1660	NAD	Elementary Teacher	AIIAS	Adv Int Inst of Advanced St		1				
1661	NAD	Office Secretary	SSD	Thailand Mission, Bangkok					1	
1662	NAD	Office Secretary - English Language School	SSD	Thailand Mission, Bangkok					1	
1663	SAD	President	AID	East Congo Union Mission					1	
1664	SAD	President	ECD	East Congo Union Mission					1	
1665	SAD	Administrative Office Secretary	AID	East Congo Union Mission					1	
1666	SAD	Administrative Office Secretary	AID	East Congo Union Mission					1	
1667	SAD	Administrative Office Secretary	ECD	East Congo Union Mission					1	
1668	SAD	Administrative Office Secretary	ECD	East Congo Union Mission					1	
1669	ECD	Rector	WAD	Adv University, Cosendai-Cameroon		1				
1670	TED	ADRA Director	SID	KwaZulu Natal-Free State Conference						1
1671	TED	ADRA Director	SAU	KwaZulu Natal-Free State Conference						1
1672	TED	Secretary-Treasurer	SID	KwaZulu Natal-Free State Conference					1	
1673	TED	Secretary-Treasurer	SAU	KwaZulu Natal-Free State Conference					1	
1674	SAD	Assoc Treasurer	ESD	Euro-Asia Division					1	
1675	NAD	Assistant Professor	SSD	Southeast Asia Un College		1				
1676	NAD	Treasurer	SSD	Southeast Asia Union Mission					1	
1677	NSD	Administrative Coordinator	SSD	Guam SDA Clinic						
1678	NSD	Anesthesia Technician	GC	Loma Linda University						
1679	NSD	Ch, Global Health Sch of Pub Health	GC	Loma Linda University						
1680	SID	Admin Office Secretary	AUA	Adventist University of Africa						
1681	SID	Adm Office Secretary	AUA	Adventist University of Africa						
1682	SID	Professor of Leadership	AUA	Adventist University of Africa						
1683	SPD	Ministerial Secretary/Pastor	TED	Albania Mission of SDA						
1684	NAD	Technology Lecturer	EAD	Univ. of Eastern Africa Baraton						
1685	NAD	Faculty/Chemistry Lecturer	EAD	Univ. of Eastern Africa Baraton						
1686	NAD	Dentist	SSD	Guam SDA Clinic			1			
1687	NSD	Physician/Professor, Public Health	IAD	Montemorelos University		1				
1688	TED	Prof. of Education Admin. & Relig Educ	GC	Andrews University		1				
1689	IAD	Assistant Professor of Sociology	GC	Andrews University		1				
1690	TED	Instructor	SSD	Asia-Pacific Int. University		1				
1691	NAD	Warehouse Manager	IAD	IAD Publishing Association, Miami				1		
1692	NAD	Director, Church Development	SPD	New Zealand Pacific Union Conference					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1693	NAD	Accountant	ESD	Adv Health Ctr, Moscow		1				
1694	SSD	Physician/Surgeon	SID	Yuka Adventist Hospital		1				
1695	SSD	Director of Nursing Service	SID	Yuka Adventist Hospital		1				
1696	SAD	Departmental Director	AID	Sahel Union Mission					1	
1697	SAD	Departmental Director	SSD	Bangladesh Union Mission					1	
1698	SAD	President	AID	Sahel Union Mission					1	
1699	SAD	President	SSD	Bangladesh Union Mission					1	
1700	EUD	Professor, Computer Dept	IAD	Venezuela Adventist University	1					
1701	WAD	Lecturer	ECD	Adventist Univ. of Central Africa	1					
1702	EAD	Physician/General Practice	AID	Buea SDA Dispensary, Cameroon		1				
1703	ECD	Physician/General Practice	WAD	Buea SDA Dispensary, Cameroon		1				
1704	ECD	Vice-President	GC	General Conference					1	
1705	ECD	Technical Asst, Underwriting	GC	Adventist Risk Management					1	
1706	AID	Teacher/Math and Science	EAD	Univ. of Eastern Africa Baraton	1					
1707	AID	Teacher	EAD	Univ. of Eastern Africa Baraton	1					
1708	NAD	Dean, College of Business & Cont Education	IAD	Northern Caribbean University	1					
1709	NAD	Instructor	ECD	Univ. of Eastern Africa Baraton	1					
1710	NAD	Instructor	ECD	Univ. of Eastern Africa Baraton	1					
1711	NAD	Vice-Chancellor	ECD	Univ. of Eastern Africa Baraton	1					
1712	NAD	Community Service Liaison, SSD	SSD	Southern Asia-Pacific Division					1	
1713	NAD	Dept Dir, Global Mssn/Buddhist/Muslim	SSD	Southern Asia-Pacific Division				1		
1714	IAD	President	TED	South England Conference					1	
1715	NAD	Office Secretary	NSD	Northern Asia-Pacific Division					1	
1716	NAD	Director, SS/Personal Min/Hlth Ministries	NSD	Northern Asia-Pacific Division					1	
1717	NAD	Physician/Professor	SUD	Christian Medical College	1					
1718	NAD	Administrative Office Secretary	AID	Africa-Indian Ocean Division					1	
1719	NAD	Admin Office Secretary	AID	Africa-Indian Ocean Division					1	
1720	NAD	ADRA Administrative Office Secretary	SID	ADRA-Africa Regional Office						1
1721	NAD	ADRA Administrative Office Secretary	SID	ADRA-Africa Regional Office						1
1722	NAD	Director, ADRA	AID	ADRA-AID						1
1723	NAD	Associate ADRA Director of Planning	SID	ADRA-Africa Regional Office						1
1724	NAD	Adv Miss & Publishing Dept Dir	ESD	Armenian Mission					1	
1725	NAD	Dept Dir/Liason for Youth Ministries	GMEU	Greater Middle East Union Mission					1	
1726	NAD	Home School Teacher	GMEU	Greater Middle East Union Mission	1					
1727	SPD	Host/Co-Producer (physician)	GC	Hope Channel Inc.					1	
1728	NAD	Neurologist	IAD	Community Hospital of SDA		1				
1729	NAD	ADRA Country Director	TED	Unknown						1
1730	NAD	Project Director	TED	Unknown					1	
1731	NAD	Physician/Family Practice	NAD	Guam SDA Clinic		1				
1732	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
1733	NAD	Dentist, Palau SDA Clinic	SSD	Palau SDA Clinic		1				
1734	NAD	Receptionist	SSD	Palau SDA Clinic		1				
1735	EUD	Pastor (Ordained Minister)	EUD	Turkey Field					1	
1736	EUD	Pastor (Ordained Minister)	GMEU	Turkey Field					1	
1737	EUD	Bible Worker - Muslim Women	EUD	Turkey Field					1	
1738	EUD	Bible Worker (Muslim women)	GMEU	Turkey Field					1	
1739	EUD	ADRA Director	AID	Togo Mission						1
1740	EUD	Associate ADRA Director	SSD	ADRA-Philippines						1
1741	NAD	Obstetrician/Gynecologist	SID	Adv. Med.-Surg. Clinic of Antananarivo		1				
1742	NAD	Associate Librarian	AIIAS	Adv Int Inst of Advanced St	1					
1743	NAD	President	AIIAS	Adv Int Inst of Advanced St	1					
1744	NAD	Dean, School of Graduate Studies	AIIAS	Adv Int Inst of Advanced St	1					
1745	SSD	Manager, Advent Guest House	IF	Israel Field					1	
1746	SSD	Manager, Advent Guest House	IF	Israel Field					1	
1747	SSD	Pastor/Acting Secretary-Treasurer	TED	Israel Field					1	
1748	SSD	Pastor/Secretary-Treasurer	IF	Israel Field					1	
1749	EAD	Supervisor,	SPD	Sopas Adventist Hospital		1				
1750	EAD	Physician/Surgeon	SPD	Atoifi Adventist Hospital		1				
1751	NAD	Dean of the Seminary	AIIAS	Adv Int Inst of Advanced St	1					
1752	NAD	Associate Prof, Missions Dept - AIIAS	AIIAS	Adv Int Inst of Advanced St	1					
1753	NAD	Instructor - Public Health Dept	AIIAS	Adv Int Inst of Advanced St	1					
1754	NAD	Instructor	AIIAS	Adv Int Inst of Advanced St	1					
1755	SAD	Library Assistant	AIIAS	Adv Int Inst of Advanced St	1					
1756	SAD	Assoc. Professor, Public Health	AIIAS	Adv Int Inst of Advanced St	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1757	EUD	ADRA - Country Director	NSD	ADRA-Dem. Peoples Rep. of Korea						1
1758	EUD	Assistant Program Manager	NSD	ADRA-Dem. Peoples Rep. of Korea						1
1759	SAD	ADRA Project Asst	SID	ADRA-Angola						1
1760	SID	Floater	GC	General Conference					1	
1761	SID	Assoc Dir, Children's Ministries	GC	General Conference					1	
1762	SID	ADRA Country Director	ECD	ADRA-Tanzania						1
1763	NAD	Administrative Office Secretary	ESD	Euro-Asia Division					1	
1764	NAD	Instructor	AIIAS	Adv Int Inst of Advanced St	1					
1765	NAD	Administrative Assisant to the Treasurer	SID	Southern Africa-Indian Ocean Division					1	
1766	SPD	ADRA Director	SSD	Cambodia						1
1767	SPD	Assoc Regional Dir, Programs and Planning	SSD	ADRA-Thailand						1
1768	SPD	Office Secretary	SSD	Cambodia					1	
1769	SPD	Elementary Teacher	SSD	Bangkok Overseas Adv Sch	1					
1770	SPD	Admin Office Assistant	SSD	ADRA-Thailand						1
1771	NAD	English Professor	IAD	Dominican Adventist Univ	1					
1772	NAD	VP for Academic Affairs	IAD	Dominican Adventist Univ	1					
1773	NAD	Teacher/School Nurse/Purchaser	TED	Nile Union Academy	1					
1774	NAD	Teacher/School Nurse/Purchaser	TED	Nile Union Academy	1					
1775	NAD	Health Dir/Health & Careers Tchr/Purchaser	GMEU	Nile Union Academy	1					
1776	NAD	Health Dir/Health & Careers Tchr/Purchaser	GMEU	Nile Union Academy	1					
1777	NAD	Director, Vocational School	TED	Nile Union Academy	1					
1778	NAD	Director, Vocational School	GMEU	Nile Union Academy	1					
1779	TED	Associate Auditor	GC	General Conference					1	
1780	NAD	Auditor	AID	Africa-Indian Ocean Division					1	
1781	IAD	Vice President, GC	GC	General Conference					1	
1782	IAD	Floater on-call	GC	General Conference					1	
1783	TED	Pastor	EUD	South German Union Conference				1		
1784	TED	Pastor, South Slavian Churches, South German Union	EUD	Euro-Africa Division				1		
1785	TED	Pastor	EUD	South German Union Conference				1		
1786	TED	ESD Vice President	ESD	Euro-Asia Division					1	
1787	TED	President	TED	Cyprus Section					1	
1788	TED	Professor, English Dept.	ESD	Zaoksky Adventist University	1					
1789	TED	Bible Worker	TED	Cyprus Section				1		
1790	TED	Pastor	EUD	Central Rhenish Conference				1		
1791	TED	Pastor	EUD	South German Union Conference				1		
1792	ECD	AWR Region Director	SID	AWR-Africa					1	
1793	SSD	Administrative Assistant	GC	General Conference					1	
1794	SSD	Associate Director GC Youth Ministries	GC	General Conference					1	
1795	NAD	Assoc. Secretary/Dept Dir, PARL/Publishing	NSD	Northern Asia-Pacific Division					1	
1796	NAD	Admin. Office Secretary	NSD	Northern Asia-Pacific Division					1	
1797	NSD	Client Manager	SSD	Guam SDA Clinic			1			
1798	IAD	Professor in Hlth Prom & Ed	GC	Loma Linda University	1					
1799	SAD	ADRA I/Assoc Director for Monitoring & Evaluating	GC	ADRA International (GC)						1
1800	SPD	School Nurse/Counselor	SSD	San Yu High School	1					
1801	SPD	Secretary	SSD	Southern Asia-Pacific Division					1	
1802	SPD	President	SSD	Southeast Asia Union Mission					1	
1803	NAD	Theology Professor	SAD	Northeast Brazil College	1					
1804	NAD	Assistant Librarian	SAD	Northeast Brazil College	1					
1805	IAD	Asst. Director Enrollment	NAD	Atlantic Union College	1					
1806	IAD	Pastor	NAD	Allegheny East Conference				1		
1807	SSD	Physician	SPD	Atoifi Adventist Hospital		1				
1808	EUD	President	SAD	Bolivia Union Mission					1	
1809	EUD	President	SSD	Bangladesh Union Mission					1	
1810	EUD	Womens Ministries Director	SAD	Bolivia Union Mission					1	
1811	EUD	Family and Childrens Min Dir	SSD	Bangladesh Union Mission					1	
1812	SAD	Pastor/Center of Influence Director	GMEU	Egypt-Sudan Field				1		
1813	NAD	Admin Office Secretary	NSD	Northern Asia-Pacific Division					1	
1814	NAD	Treasurer	NSD	Northern Asia-Pacific Division					1	
1815	SSD	Assistant Tutor	EAD	Kanye Adventist Hospital		1				
1816	IAD	Theology Professor	SAD	Chile Adventist University	1					
1817	IAD	Assoc Prof/Chair Biblical Studies, Seminary	AIIAS	Adv Int Inst of Advanced St	1					
1818	NAD	Business Adm Professor	IAD	Antillean Adventist University	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1819	NAD	ADRA Administrative Assistant	SSD	ADRA-Asia Regional Office, Thailand						1
1820	NAD	ADRA Finance Director, ADRA Asia	SSD	ADRA-Asia Regional Office, Thailand						1
1821	SAD	Ministerial Assoc Sec	IAD	Colombian Union Conf					1	
1822	NSD	Japanese Pastor	SAD	Sao Paulo Conference				1		
1823	NAD	Admin Sec/Nursing Administration	NSD	Hongkong Adventist Hospital		1				
1824	NAD	Special Projects & HR Director	SUD	Scheer Memorial Hospital		1				
1825	NAD	Director, Clinical Laboratory	NSD	Hongkong Adventist Hospital		1				
1826	NAD	Administrator	SUD	Scheer Memorial Hospital		1				
1827	EUD	Pollwog Director (eg. to Assis Dep Dir)	SSD	Bangladesh Union Mission					1	
1828	EUD	Office Secretary	SSD	Adv Dental Clinic, Dhaka		1				
1829	EUD	Dentist	SSD	Adv Dental Clinic, Dhaka		1				
1830	EUD	Dentist	SSD	Adv Dental Clinic, Dhaka		1				
1831	SSD	Assistant Nursing Director	AID	SDA Cooper Hospital		1				
1832	SSD	Head Nurse	WAD	SDA Cooper Hospital		1				
1833	SSD	Medical Director, Physician/Surgeon	AID	SDA Cooper Hospital		1				
1834	SSD	Medical Director, Physician/Surgeon	WAD	SDA Cooper Hospital		1				
1835	NAD	Dentist	IAD	Community Hospital of SDA		1				
1836	NAD	Nurse/Dental Assistant	IAD	Community Hospital of SDA		1				
1837	EUD	Lecturer	SPD	Pacific Adventist University	1					
1838	ECD	Associate Director, GCAS	WAD	GCAS Trans Africa Area					1	
1839	SID	Audit Manager	ECD	GCAS Trans Africa Area					1	
1840	SID	ADRA Program Director	ECD	ADRA-East Congo Union Mission						1
1841	SID	ADRA Admin Assist	ECD	ADRA-Africa Regional Office						1
1842	SID	ADRA Administrative Asst	ECD	ADRA-Africa Regional Office						1
1843	NAD	Departmental Director	TED	Greater Equatorial Field					1	
1844	NAD	Home School Teacher/Health Care/Midwife	TED	Greater Equatorial Field	1					
1845	EUD	Deputy Director, Biblical Research Institute	GC	General Conference					1	
1846	EUD	Clerk, GC Travel Office	GC	General Conference					1	
1847	ECD	Library Clerk	GC	General Conference					1	
1848	ECD	Director, Youth Department	GC	General Conference					1	
1849	SPD	Min Assoc Sec, PM/SS Dir	TED	Greater Middle East Union Mission					1	
1850	NAD	Certified Nurse/Midwife	SSD	Guam SDA Clinic		1				
1851	NAD	Global Mission Project Developer	ECD	East-Central Africa Division				1		
1852	NAD	Global Mission Project Developer	ECD	East-Central Africa Division				1		
1853	ECD	Ophthalmic Technician	ECD	Djibouti Adv Health Centre		1				
1854	AID	Ophthalmic Technician	EAD	Djibouti Adv Health Centre		1				
1855	SAD	Asst Director Intl Development	GC	ADRA International (GC)						1
1856	SAD	ADRA /Education Director	ESD	ADRA-ESD						1
1857	SAD	ADRA Director	ESD	ADRA-ESD						1
1858	SAD	ADRA Country Director	SUD	ADRA-India						1
1859	SAD	Associate Dept. Director, Special Ministries	SUD	Southern Asia Division					1	
1860	SAD	ADRA Director	SSD	ADRA-Cambodia						1
1861	SAD	Assistant Dep Dir, Youth	ESD	Euro-Asia Division					1	
1862	SAD	Associate Director/ Youth Department	ESD	Euro-Asia Division					1	
1863	SAD	Admin. Sec.-SUD Special Ministries Office	SUD	Southern Asia Division					1	
1864	SAD	Admin. Sec., Special Ministries, SUD Office	SUD	Southern Asia Division					1	
1865	SAD	Teacher	SSD	Cambodia	1					
1866	SAD	Teacher	SSD	Cambodia	1					
1867	NAD	Instructor, Eng Lang Center	AIIAS	Adv Int Inst of Advanced St	1					
1868	NAD	Associate Professor, Old Testament	AIIAS	Adv Int Inst of Advanced St	1					
1869	ECD	Technical Assistant, Underwriting	GC	Adventist Risk Management					1	
1870	SSD	Accountant	SID	Southern Africa Union Conference					1	
1871	SSD	Instructor	SAU	Bethel College	1					
1872	SSD	Assistant Treasurer	SID	Southern Africa Union Conference					1	
1873	SSD	Business Manager	SAU	Bethel College	1					
1874	NAD	Office Secretary	AID	Adv University, Cosendai-Cameroon	1					
1875	NAD	Vicerector	AID	Adv University, Cosendai-Cameroon	1					
1876	NSD	ADRA Assoc Country Director	ESD	Euro-Asia Division						1
1877	NSD	ADRA Country Director	ESD	ADRA-Armenia						1
1878	NAD	Elementary Teacher	NSD	Taiwani Adventist American School	1					
1879	SID	Assistant Professor, Public Health Dept	AIIAS	Adv Int Inst of Advanced St	1					
1880	SID	Assistant in Registrars Office	AIIAS	Adv Int Inst of Advanced St	1					
1881	SID	Academic Planning	AUA	Adventist University of Africa	1					
1882	SID	Academic Planning	AUA	Adventist University of Africa	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1883	SID	Professor/NT Studies/ Dean Seminary	AIAS	Adv Int Inst of Advanced St	1					
1884	SID	Dean, Seminary	AUA	Adventist University of Africa	1					
1885	ECD	Office Secretary	WAD	West-Central Africa Division	1					
1886	ECD	Office Secretary	WAD	West-Central Africa Division	1					
1887	ECD	ADRA Country Director	WAD	ADRA-Cameroon						1
1888	NAD	Education Director	ECD	East-Central Africa Division					1	
1889	NAD	Assoc Professor, Dean/Faculty of Theology	WAD	Adv University, Cosendai-Cameroon	1					
1890	NAD	Associate Professor	AUA	Adventist University of Africa	1					
1891	ECD	Vice President for Finance	GC	Hope Channel Inc.					1	
1892	NAD	Vice Chancellor	SID	Rusangu University	1					
1893	NAD	Teacher	WAD	Adv University, Cosendai-Cameroon	1					
1894	NAD	Teacher	WAD	Adv University, Cosendai-Cameroon	1					
1895	NAD	Admin Office Secretary	AUA	Adventist University of Africa					1	
1896	NAD	Admin Office Secretary	AUA	Adventist University of Africa	1					
1897	EAD	Clerk III	GC	Adventist Risk Management					1	
1898	EAD	Clerk III	NAD	Adventist Risk Management					1	
1899	NAD	Clerk	EAD	Eastern Africa Division					1	
1900	NAD	Clerk	SID	Southern Africa-Indian Ocean Division					1	
1901	EAD	Assoc Dir, Stewardship Dept	GC	General Conference					1	
1902	NAD	President	EAD	Eastern Africa Division					1	
1903	NAD	President	SID	Southern Africa-Indian Ocean Division					1	
1904	TED	Teacher/Assistant Prof.	TED	Middle East University	1					
1905	TED	President	TED	Middle East University	1					
1906	IAD	Pastor-Evangelist	NAD	Southeastern Conference					1	
1907	SSD	Physician/Pediatrician	SID	Blantyre Adventist Hospital		1				
1908	EUD	Professor, Theology	IAD	Montemorelos University	1					
1909	EUD	President	GMEU	Turkey-North Cyprus Field	1					
1910	EUD	Coord, Language Institute	IAD	Montemorelos University	1					
1911	EUD	Language School Coordinator	GMEU	Turkey-North Cyprus Field	1					
1912	EUD	Assistant Research Scientist	GC	Geoscience Research Institute					1	
1913	SID	Sales Director	TED	Stanborough Press Limited			1			
1914	NAD	Principal	SSD	Saipan Adventist Clinic	1					
1915	NAD	Teacher	SSD	Saipan Adventist Clinic	1					
1916	NAD	Physician/Family Practice (DMA)	NAD	Guam SDA Clinic		1				
1917	NAD	Physician/Family Practice (DMA)	SSD	Guam SDA Clinic		1				
1918	SAD	Pastor, Agat & Ypao Churches	SSD	Guam-Micronesia Mission				1		
1919	SSD	Senior Lecturer, Dept of Management	ECD	Univ. of Eastern Africa Baraton	1					
1920	SSD	Associate Professor	SID	Helderberg College	1					
1921	SSD	Chairman, Professor	ECD	Univ. of Eastern Africa Baraton	1					
1922	SSD	Dept Chairman, Professor	EAD	Univ. of Eastern Africa Baraton	1					
1923	SSD	Chairman, Asst Professor	ECD	Univ. of Eastern Africa Baraton	1					
1924	SSD	Dept Chairman, Assist Professor	EAD	Univ. of Eastern Africa Baraton	1					
1925	NAD	Telecommunications Dpt Head, Prof	IAD	Montemorelos University	1					
1926	NAD	Dental Hygienist	IAD	SDA Dental Clinic, St Kitts		1				
1927	NAD	Dentist	IAD	SDA Dental Clinic, St Kitts		1				
1928	IAD	Chaplain	NAD	International Child Care				1		
1929	ESD	Coordinator, Schl of Educ English Dept	IAD	Central American Adv Univ	1					
1930	NAD	Art Professor	IAD	Montemorelos University	1					
1931	SSD	Office Secretary, Auditing	AID	East Congo Union Mission					1	
1932	SSD	Auditor	AID	East Congo Union Mission					1	
1933	ECD	Technical Advisor for HIV/AIDS	GC	ADRA International (GC)						1
1934	ECD	ADRA Technical Advisor for Health	SID	ADRA-Africa Regional Office						1
1935	SSD	Accountant	SID	Swazi Eye Services		1				
1936	SSD	Junior Accountant	SAU	Swazi Eye Services		1				
1937	SSD	Optometrist/Director	SID	Swazi Eye Services		1				
1938	SSD	Optometrist	SAU	Swazi Eye Services		1				
1939	NAD	Health Educator	NSD	Hongkong Adventist Hospital		1				
1940	NAD	Nursing/Home School Teacher	NSD	Hongkong Adventist Hospital		1				
1941	NAD	Global Mission Director	ESD	Southern Union Mission				1		
1942	NAD	Physician	WAD	Bere Adventist Hospital		1				
1943	NAD	Physician/Medical Director	WAD	Bere Adventist Hospital		1				
1944	IAD	Professor	SAD	River Plate Adventist University	1					
1945	TED	Dentist	IAD	Andrews Memorial Hospital		1				
1946	SSD	Secretary	GC	General Conference					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
1947	ECD	ADRA Country Director	WAD	Central African Union Mission						1
1948	SID	ADRA Country Director	ECD	ADRA-Somalia						1
1949	NAD	Dentist	SSD	Guam SDA Clinic		1				
1950	NAD	Registered Nurse	SSD	Guam SDA Clinic		1				
1951	NAD	Principal	ECD	Maxwell Adventist Academy	1					
1952	NAD	Principal	EAD	Maxwell Adventist Academy	1					
1953	NAD	Development Director	ECD	Maxwell Adventist Academy	1					
1954	NAD	Development Director	EAD	Maxwell Adventist Academy	1					
1955	TED	ADRA Director	AID	Burundi Mission					1	
1956	TED	ADRA Country Director	EUD	ADRA-Tunisia						1
1957	TED	ADRA Country Director	EUD	ADRA-Tunisia						1
1958	NAD	Certified Nurse Midwife/Care Specialist	NAD	Guam SDA Clinic		1				
1959	NAD	Certified Nurse Midwife	SSD	Guam SDA Clinic		1				
1960	TED	ADRA Country Director	TED	ADRA-Yemen						1
1961	IAD	Assoc Dir, Stewardship Dep	GC	General Conference					1	
1962	SSD	Counselor	SID	Solusi University	1					
1963	TED	Assistant Professor	SID	Solusi University	1					
1964	SSD	Dean of Faculty in Education	SID	Solusi University	1					
1965	ECD	ADRA Country Director	WAD	Burkina Faso Mission						1
1966	WAD	ADRA Director	ECD	ADRA-East Congo Union Mission						1
1967	WAD	ADRA Country Director	ECD	North East Congo Attached Territory						1
1968	WAD	ADRA Clerk	ECD	North East Congo Attached Territory						1
1969	WAD	ADRA Clerk	ECD	North East Congo Attached Territory						1
1970	NAD	Physician/Anesthesiologist	IAD	Bella Vista Hospital		1				
1971	NAD	Hosp Maintenance Consult	IAD	Davis Mem Clinic & Hospital		1				
1972	NAD	Asst Nursing Dir	IAD	Davis Mem Clinic & Hospital		1				
1973	NAD	Assistant Nursing Director	IAD	Davis Mem Clinic & Hospital		1				
1974	NAD	Assistant Nursing Direc	IAD	Davis Mem Clinic & Hospital		1				
1975	NAD	Senior Pilot, Check & Training Pilot and Quality Manager	SPD	Papua New Guinea Union Mission						1
1976	NAD	Pilot/Manager Adv Aviation Svc	SPD	Papua New Guinea Union Mission						1
1977	NAD	Pastor	SSD	Koror, Belau Church				1		
1978	NAD	Treasurer/Dept Dir, Stew & Trust Serv.	TED	Greater Middle East Union Mission						1
1979	NAD	Assoc Treasurer	GMEU	Greater Middle East Union Mission						1
1980	NAD	Administrative Office Secretary	TED	Greater Middle East Union Mission						1
1981	NAD	Personal Assistant (Office Secy level)	GMEU	Greater Middle East Union Mission						1
1982	NAD	Physician/Family Practice (DMA)	NAD	Guam SDA Clinic		1				
1983	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
1984	NAD	Physician/Surgeon	SSD	Guam SDA Clinic		1				
1985	NAD	Nurse	SSD	Guam SDA Clinic		1				
1986	NAD	Treasurer	SID	Southern Africa-Indian Ocean Division						1
1987	SID	Field Service Representative, ARM	TED	Trans-European Division						1
1988	NAD	Assoc Director, Health Ministries	SID	Southern Africa-Indian Ocean Division						1
1989	NAD	IT Director of Training	SID	Southern Africa-Indian Ocean Division						1
1990	SAD	Office Secretary	NSD	Northern Asia-Pacific Division						1
1991	SAD	Assistant Prof (Lecturer)/Counselor	SSD	Asia-Pacific Int. University	1					
1992	SAD	Assistant Prof (Lecturer)/Counselor	SSD	Asia-Pacific Int. University	1					
1993	SAD	Theology Professor	IAD	Linda Vista University	1					
1994	NAD	Assistant Director, ADRA	SSD	ADRA-Cambodia						1
1995	AID	Math/Business Lecturer	SAU	Helderberg College	1					
1996	AID	Accounts Clerk	SAU	Helderberg College	1					
1997	NAD	Periodontist	SSD	Guam SDA Clinic		1				
1998	NAD	President	ECD	East Congo Union Mission						1
1999	NAD	Administrative Office Secretary	ECD	East Congo Union Mission						1
2000	NAD	Administrative Office Secretary	ECD	East Congo Union Mission						1
2001	EUD	ADRA Director	AID	Mauritania						1
2002	EUD	ADRA Country Director	WAD	ADRA-Mauritania						1
2003	EUD	Office Secretary	AID	Mauritania						1
2004	EUD	Office Secretary	WAD	Mauritania						1
2005	SID	Publishing Director	SSD	Southeast Asia Union Mission			1			
2006	SID	Associate Professor, Business Dept	SSD	Mount Klabat College	1					
2007	SAU	Principal, Palau Elem Schl	SSD	Palau Mission Academy	1					
2008	SID	Vice President for Academic Affairs	AIAS	Adv Int Inst of Advanced St	1					
2009	SID	Instructor 25% /Home School Teacher 25%	SSD	Mount Klabat College	1					

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2010	SID	Campus Service Coordinator/HR Assoc Dir	AIAS	Adv Int Inst of Advanced St	1					
2011	SID	Guest Coordinator	AIAS	Adv Int Inst of Advanced St	1					
2012	SID	Campus Service Coordinator/HR Assoc Dir	AIAS	Adv Int Inst of Advanced St	1					
2013	TED	Physician/OB-GYN	EAD	Malamulo Hospital		1				
2014	TED	Physician/OB-GYN	SID	Malamulo Hospital		1				
2015	TED	Physician/OB-GYN	WAD	Jengre SDA Hospital		1				
2016	TED	Physician/OB/GYN	WAD	7th Day Adv. Hospital ILE-IFE		1				
2017	EUD	Physician	EAD	Malamulo Hospital		1				
2018	EUD	Physician	SID	Malamulo Hospital		1				
2019	EUD	Physician/OB-GYN	WAD	Jengre SDA Hospital		1				
2020	EUD	Physician/Surgeon	WAD	7th Day Adv. Hospital ILE-IFE		1				
2021	SAD	ADRA VP for Network Relations	GC	ADRA International (GC)						1
2022	NAD	President	TED	Greater Equatorial Field					1	
2023	NAD	Accountant	TED	Greater Equatorial Field					1	
2024	NAD	Accountant	TED	Greater Equatorial Field					1	
2025	WAD	ADRA Country Director	SID	ADRA-Malawi						1
2026	WAD	ADRA Executive Director	ECD	ADRA-Africa Regional Office						1
2027	WAD	ADRA - Programs & Planning Dir	ECD	ADRA-Africa Regional Office						1
2028	WAD	ADRA Technical Advisor	ECD	ADRA-Africa Regional Office						1
2029	NAD	Assoc Prof, Public Health Dept	AIAS	Adv Int Inst of Advanced St	1					
2030	NAD	Library Assistant	AIAS	Adv Int Inst of Advanced St	1					
2031	NAD	Library Curriculum Specialist	AIAS	Adv Int Inst of Advanced St	1					
2032	NAD	Junior Academy Administrator	AIAS	Adv Int Inst of Advanced St	1					
2033	NSD	Korean Pastor	SAD	Buenos Aires Conference				1		
2034	NAD	Treasurer	TED	Trans-European Division					1	
2035	NAD	Secretary-Treasurer – MEU	TED	Greater Middle East Union Mission					1	
2036	SSD	HSI Tutor	EAD	Ethiopian Adventist College	1					
2037	SSD	Teacher	EAD	Ethiopian Adventist College	1					
2038	EAD	Health and Temperance Dept Director	AID	Africa-Indian Ocean Division					1	
2039	EAD	English Professor/Chairperson	IAD	Central American Adv Univ	1					
2040	NAD	Dentist	NAD	Guam SDA Clinic		1				
2041	NAD	Dentist	SSD	Guam SDA Clinic		1				
2042	SSD	Physician/General Surgeon	EAD	Yuka Adventist Hospital		1				
2043	NAD	Dentist	NAD	Guam SDA Clinic		1				
2044	NAD	Dentist	SSD	Guam SDA Clinic		1				
2045	NAD	Dental Hygienist	SSD	Guam SDA Clinic		1				
2046	SAD	ADRA Director	NSD	ADRA-Mongolia						1
2047	SSD	Assoc Dir, Implementation and Training SDAAS	GC	General Conference					1	
2048	SSD	Appointee Coordinator	GC	General Conference					1	
2049	SSD	Computer Support Staff, GC ISS	GC	General Conference					1	
2050	IAD	Radiologist	SAD	River Plate Sanitarium and Hospital		1				
2051	EUD	Employment Assignment	AID	Guinea-Bissau Mission					1	
2052	EUD	Teacher	AID	Guinea-Bissau Mission	1					
2053	EUD	President / ADRA Director	AID	Guinea-Bissau Mission						1
2054	EAD	Professor, Science Department	IAD	Central American Adv Univ	1					
2055	NAD	Admin Office Secretary	NSD	Northern Asia-Pacific Division					1	
2056	NAD	Treasurer	NSD	Northern Asia-Pacific Division					1	
2057	ECD	Office Secretary	TED	Global Ctr for Adv. Muslim Relations				1		
2058	ECD	Ministry/Materials Dev Coordinator	TED	Global Ctr for Adv. Muslim Relations				1		
2059	SSD	Physician/Surgeon	EAD	Mwami Adventist Hospital		1				
2060	NAD	Evangelist	IAD	Central Mexican Conference			1			
2061	SSD	Tutor	EAD	Mwami Adventist Hospital	1					
2062	NAD	Physician	ECD	Heri Adventist Hospital		1				
2063	NAD	Physician	EAD	Heri Adventist Hospital		1				
2064	NAD	Professor/ Chair, Music Dept	IAD	Northern Caribbean University	1					
2065	EUD	Lecturer of Arts and Sciences	GMEU	Middle East University	1					
2066	EUD	Dept Dir, Ctr of Influence/Global Miss Coord	GMEU	Greater Middle East Union Mission					1	
2067	EUD	Personal Assistant/Adm Off Secy	GMEU	Greater Middle East Union Mission					1	
2068	SAD	Director/Dentist	AID	Yaounde Dental Clinic		1				
2069	SAD	Director of Dental Clinic/Dentist	AID	Adv. Med.-Surg. Clinic of Antananarivo		1				
2070	SAD	Director/Dentist	ECD	Kigali Dental Clinic		1				
2071	SAD	Dentist/Director	SID	Adv. Med.-Surg. Clinic of Antananarivo		1				
2072	NAD	V-Chancellor	AUA	Adventist University of Africa	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
2073	NAD	Registrar	AUA	Adventist University of Africa	1					
2074	NAD	Registrar	AUA	Adventist University of Africa	1					
2075	SSD	Assistant Librarian	EAD	Solusi University	1					
2076	SSD	Chief Librarian	SID	Solusi University	1					
2077	SSD	Senior Business Lecturer	EAD	Solusi University	1					
2078	SSD	Senior Business Lecturer	SID	Solusi University	1					
2079	SAD	Senior Lecturer	ECD	Adventist Univ. of Central Africa	1					
2080	SSD	Optometrist	SID	Swazi Eye Services		1				
2081	SSD	Business Manager	ECD	Adventist Univ. of Central Africa	1					
2082	SSD	Business Instructor	ECD	Adventist Univ. of Central Africa	1					
2083	SSD	Architect	ECD	Adventist Univ. of Central Africa	1					
2084	SSD	Architect	ECD	Adventist Univ. of Central Africa	1					
2085	SSD	Architect	ECD	Adventist Univ. of Central Africa	1					
2086	SSD	Laboratory Clinical Instructor	SID	Malamulo Hospital		1				
2087	NAD	Dentist	ECD	SDA Health Services, Nairobi		1				
2088	SSD	Admin Office Secy	ECD	West Rwanda Association					1	
2089	SSD	Administrative Office Secretary	ECD	West Rwanda Association					1	
2090	SSD	Financial Svc Dir & Acting Business Mgr	ECD	Gimbie Hospital		1				
2091	SSD	Admin Office Secy	ECD	West Rwanda Association					1	
2092	SSD	Financial Svc Dir & Acting Business Mgr	ECD	Gimbie Hospital		1				
2093	SSD	Accountant	EAD	Kendu Adventist Hospital		1				
2094	NAD	Computer Sc Instructor/Maintenance	AID	Adv U-Zurcher Campus, Madagascar	1					
2095	NAD	Computer Sc Instructor	SID	Adv U-Zurcher Campus, Madagascar	1					
2096	NAD	Asst. Librarian/Asst Dean of Women	AID	Adv U-Zurcher Campus, Madagascar	1					
2097	NAD	Food Sup and Assist Librarian	AID	Adv U-Zurcher Campus, Madagascar	1					
2098	NAD	Asst. Librarian/Food Supervisor	SID	Adv U-Zurcher Campus, Madagascar	1					
2099	NAD	Food Sup and Assist Librarian	SID	Adv U-Zurcher Campus, Madagascar	1					
2100	SSD	Medical Director, Physician/Surgeon	AID	SDA Cooper Hospital		1				
2101	SSD	Physician/Adv Health Ministries/ADRA Dir.	AID	ADRA-Gambia		1				
2102	SSD	Physician, Adv Hlth Ministries, ADRA Dir.	WAD	Gambia Mission Station		1				
2103	SSD	Physician	AID	SDA Cooper Hospital		1				
2104	TED	Pastor	TED	Cyprus Section				1		
2105	TED	Assist Prof, Biblical Studies	AIIAS	Adv Int Inst of Advanced St	1					
2106	NAD	Project Director LLU/AHI	WAD	Senegal/Mauritania Mission					1	
2107	NAD	Associate Project Director	WAD	Senegal/Mauritania Mission					1	
2108	SID	ADRA Finance Director	SSD	ADRA-Asia Regional Office, Thailand						1
2109	NAD	Office Secretary	AID	Burkina Faso Mission					1	
2110	NAD	Administrative Office Secretary	AID	Indian Ocean Union Mission					1	
2111	NAD	President	AID	Burkina Faso Mission					1	
2112	NAD	Professor	AID	Adv U-Zurcher Campus, Madagascar	1					
2113	NAD	Professor	SID	Adv U-Zurcher Campus, Madagascar	1					
2114	NAD	Library Clerk	AIIAS	Adv Int Inst of Advanced St	1					
2115	NAD	Assoc Professor	AIIAS	Adv Int Inst of Advanced St	1					
2116	NAD	Dentist	SSD	Guam SDA Clinic		1				
2117	NAD	Physician/OB/GYN	SSD	Guam SDA Clinic		1				
2118	NAD	Music Teacher	SSD	Ekamai International School	1					
2119	NAD	Physician/Fam Prac (DMA)	NAD	Guam SDA Clinic		1				
2120	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
2121	NAD	Dentist (DMA)	NAD	Guam SDA Clinic		1				
2122	NAD	Dentist	SSD	Guam SDA Clinic		1				
2123	NAD	English Teacher	SSD	Ekamai International School	1					
2124	NAD	English Teacher	SSD	Ekamai International School	1					
2125	SPD	Associate Secretary	GC	General Conference					1	
2126	SPD	Administrative Assistant	GC	General Conference					1	
2127	SSD	ECD Associate Treasurer	ECD	East-Central Africa Division					1	
2128	SSD	Senior Accountant	EAD	Eastern Africa Division					1	
2129	SSD	Chief Librarian	ECD	Adventist Univ. of Central Africa	1					
2130	SSD	Office Secy/Asst Lecturer, Sec Sc	ECD	Adventist Univ. of Central Africa	1					
2131	SSD	Office Secy/Asst Lecturer, Sec Sc	ECD	Adventist Univ. of Central Africa	1					
2132	TED	President	GC	General Conference					1	
2133	NAD	Aircraft Maintenance Manager	SPD	Papua New Guinea Union Mission					1	
2134	NAD	Director of Nursing Services	IAD	Andrews Memorial Hospital		1				
2135	NAD	Treasurer	ECD	Ethiopian Union Mission					1	
2136	NAD	Treasurer	SSD	Sri Lanka Mission of 7th Day Adv.					1	

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2137	NAD	Secretary/Treasurer	TED	East Mediterranean Field					1	
2138	NAD	Home Sch. Teacher & Spoken English @ Kabena Schl	ECD	Ethiopian Union Mission	1					
2139	NAD	Office Secretary	SSD	Sri Lanka Mission of 7th Day Adv.					1	
2140	EUD	Bible Worker	EUD	Maghreb Field				1		
2141	EUD	President	EUD	Maghreb Field					1	
2142	SSD	Maintenance Technician	SID	Mwami Adventist Hospital		1				
2143	SSD	Physician/OB-Gyn	SID	Mwami Adventist Hospital		1				
2144	SSD	Housekeeping Supervisor	EAD	Yuka Adventist Hospital		1				
2145	SSD	Assistant Librarian	SID	Adv U-Zurcher Campus, Madagascar	1					
2146	SSD	Maintenance Director	EAD	Yuka Adventist Hospital		1				
2147	SSD	Maintenance Manager	SID	Adv U-Zurcher Campus, Madagascar	1					
2148	NAD	Principal	TED	Newbold College	1					
2149	NAD	Admissions Officer (Registrar)	TED	Newbold College	1					
2150	NAD	Office Secretary	TED	Trans-European Division					1	
2151	IAD	Professor, Department Head	AIAS	Adv Int Inst of Advanced St	1					
2152	IAD	Ophthalmologist	SID	Maluti Adventist Hospital		1				
2153	IAD	Physician/Ophthalmologist, Medical Director	SID	Lusaka Eye Hospital		1				
2154	SAD	Professor, School of Education	IAD	Montemorelos University	1					
2155	NAD	Receptionist	IAD	IAD Publishing Association, Miami			1			
2156	NAD	Director Shepherdess Ministries	IAD	South Central American Union Conf.					1	
2157	NAD	Ministerial Secretary fo 3 Unions	IAD	South Central American Union Conf.					1	
2158	NAD	President/Publishing Ministry	IAD	IAD Publishing Association, Miami			1			
2159	NAD	Dir, Pub Rel & Marketing	IAD	Central American Adv Univ	1					
2160	IAD	President	TED	British Union Conference					1	
2161	SPD	Associate Professor, Director of English Ctr	AIAS	Adv Int Inst of Advanced St	1					
2162	SPD	Dean, Post Graduate Studies	AIAS	Adv Int Inst of Advanced St	1					
2163	NAD	President	SPD	Pacific Adventist University	1					
2164	NAD	Lecturer	SPD	Pacific Adventist University	1					
2165	TED	Specialist Clerk, Central Banking	SPD	South Pacific Division					1	
2166	TED	Chair and Professor of Religion Department	GC	Andrews University	1					
2167	TED	Field Secretary	SPD	South Pacific Division					1	
2168	NAD	Undertreasurer	IAD	Inter-American Division					1	
2169	NAD	Director of Development	ECD	The University of Arusha	1					
2170	NAD	Director of Development	ECD	The University of Arusha	1					
2171	NAD	Assistant Director - Auditing	ECD	East-Central Africa Division					1	
2172	NAD	Administrative Office Secretary	ECD	East-Central Africa Division					1	
2173	NAD	Administrative Office Secretary	ECD	East-Central Africa Division					1	
2174	NAD	Office Secretary	EAD	Eastern Africa Division - Branch Office					1	
2175	NAD	Min Assoc Sec/Field Secy	SPD	South Pacific Division					1	
2176	NAD	Business Manager/Cambodia Adv School	SSD	Cambodia Adventist Mission					1	
2177	NAD	Office Secretary	SSD	Cambodia Adventist Mission					1	
2178	NAD	Mission Secretary-Cambodia Attached District	SSD	Cambodia Adventist Mission					1	
2179	SPD	Director of Food Services	SSD	Asia-Pacific Int. University	1					
2180	SPD	Director of Food Services	SSD	Asia-Pacific Int. University	1					
2181	SPD	Supervisor and Trainer	SSD	Laos Attached Field					1	
2182	SPD	Associate Director	SSD	Myanmar Union Mission					1	
2183	TED	ADRA Executive Director	ECD	ADRA-Africa Regional Office						1
2184	TED	Treasurer	ECD	East-Central Africa Division					1	
2185	IAD	Pastor	TED	South England Conference					1	
2186	SID	Associate Professor	SSD	Asia-Pacific Int. University	1					
2187	SAU	Associate Professor	TED	Middle East University	1					
2188	SID	Administrative Office Secretary	SSD	Asia-Pacific Int. University	1					
2189	SAU	Administrative Office Secretary	TED	Middle East University	1					
2190	NAD	Departmental Director	IAD	South Central American Union Conf.					1	
2191	NAD	Assoc. Treasurer/ Church Planter/Pastor	TED	Albania Mission of SDA				1		
2192	NAD	Dir, MEU Adv Muslim Rel	TED	Greater Middle East Union Mission				1		
2193	NAD	Union ADRA Director	IAD	ADRA-Costa Rica						1
2194	NAD	ADRA Country Director	TED	ADRA-Albania						1
2195	SSD	Chairman, Theology Department	NSD	Hong Kong Adv College	1					
2196	SSD	Department of Education Director	NSD	Northern Asia-Pacific Division	1					
2197	SSD	Vice President	NSD	EAA and SCIUM					1	
2198	SSD	Dentist	EAD	Blantyre Adventist Hospital		1				
2199	SSD	Dentist/Orthodontist	SID	Blantyre Adventist Hospital		1				

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2200	NAD	Office Clerk	IAD	Dominican Adventist Univ	1					
2201	NAD	Professor/ VP for Planning & Develop.	IAD	Dominican Adventist Univ	1					
2202	NAD	Vice Rector	AID	Adv U-Zurcher Campus, Madagascar	1					
2203	NAD	Rector	SID	Adv U-Zurcher Campus, Madagascar	1					
2204	NAD	College Nurse, Cashier, Purchasing Agent	AID	Adv U-Zurcher Campus, Madagascar	1					
2205	NAD	College Nurse, Cashier, Purchasing Agent	AID	Adv U-Zurcher Campus, Madagascar	1					
2206	NAD	College Nurse, Cashier, Purchasing Agent	SID	Adv U-Zurcher Campus, Madagascar	1					
2207	NAD	Nurse, Cashier, Purchasing Agent	SID	Adv U-Zurcher Campus, Madagascar	1					
2208	NAD	Office Secretary	AID	Central African Union Mission					1	
2209	NAD	Mission President	AID	Central African Union Mission					1	
2210	NAD	Dentist (DMA)	NAD	Saipan Adventist Clinic		1				
2211	NAD	Dentist	SSD	Saipan Adventist Clinic		1				
2212	NAD	Dentist (DMA)	NAD	Saipan Adventist Clinic		1				
2213	NAD	Dentist	SSD	Saipan Adventist Clinic		1				
2214	IAD	Clinic Administrator	SID	Maluti Adventist Hospital		1				
2215	IAD	Business Manager	SID	Lusaka Eye Hospital		1				
2216	IAD	Clinic Administrator	SID	Maluti Adventist Hospital		1				
2217	SSD	Dentist	AID	Kigali Dental Clinic		1				
2218	SSD	Dentist	ECD	Kigali Dental Clinic		1				
2219	SSD	Associate Treasurer	AID	Rwanda Union Mission					1	
2220	SSD	Associate Treasurer	ECD	Rwanda Union Mission					1	
2221	NAD	Family Practice Physician	SSD	Guam SDA Clinic		1				
2222	NAD	ADRA Country Director	WAD	ADRA-Guinea-Conakry						1
2223	NAD	Director/Physician/Family Practive	EAD	Gimbie Hospital		1				
2224	SSD	Faculty/Math and Science	ECD	Univ. of Eastern Africa Baraton	1					
2225	SSD	Faculty/Math and Science	EAD	Univ. of Eastern Africa Baraton	1					
2226	SSD	Acting Principal	EAD	Ethiopian Adventist College	1					
2227	SSD	Biology Professor	EAD	Solusi University	1					
2228	SSD	Dean of Faculty of Arts and Sciences	SID	Solusi University	1					
2229	SSD	Pro-Vice Chancellor	SID	Solusi University	1					
2230	SSD	Assistant Professor	ECD	Univ. of Eastern Africa Baraton	1					
2231	SSD	Teacher	EAD	Univ. of Eastern Africa Baraton	1					
2232	SSD	Instructor/Registrar	EAD	Ethiopian Adventist College	1					
2233	SSD	Associate Professor/English	EAD	Solusi University	1					
2234	SSD	English Associate Professor	SID	Solusi University	1					
2235	SSD	Assoc Professor	SID	Solusi University	1					
2236	SPD	Assistant Engineer	SSD	AWR-Guam					1	
2237	TED	Sr IT Mngr. & Lecturer, Fac. of Arts & Sciences	GMEU	Middle East University	1					
2238	TED	Associate Director, ADRA	AID	ADRA-AID						1
2239	NAD	Accountant	SSD	Guam-Micronesia Mission					1	
2240	TED	President/Pastor	IAD	Aruba Mission				1		
2241	TED	President	IAD	Suriname Mission					1	
2242	NAD	Assistant Secretary	TED	Greater Middle East Union Mission					1	
2243	NAD	President	TED	Greater Middle East Union Mission					1	
2244	NAD	Dean of Girls	ECD	Maxwell Adventist Academy	1					
2245	NAD	Dean of Girls	EAD	Maxwell Adventist Academy	1					
2246	NAD	Building Project Supervisor/Acting Registrar	ECD	Maxwell Adventist Academy	1					
2247	NAD	EAD Building Project Supervisor	EAD	Maxwell Adventist Academy	1					
2248	NAD	Chief Engineer	NAD	AWR-Guam					1	
2249	SAD	Office Secretary	AID	Benin Mission					1	
2250	SAD	Office Secretary	AID	Benin Mission					1	
2251	SAD	Office Secretary	WAD	Benin Mission					1	
2252	SAD	Office Secretary	WAD	Benin Mission					1	
2253	SAD	President	AID	Benin Mission					1	
2254	SAD	President	WAD	Benin Mission					1	
2255	NAD	ADRA Director	AID	ADRA-Mali						1
2256	NAD	ADRA Project Director & Principal	TED	Eyira Vocation Sch, Sudan	1					
2257	NAD	Physician/Cardiologist/Internist	SID	Blantyre Adventist Hospital		1				
2258	IAD	Associate Secretary, Ministerial Association	GC	General Conference					1	
2259	EUD	Science Teacher	ECD	Maxwell Adventist Academy	1					
2260	NAD	Director, Adventist Health Center	ESD	Adv Health Ctr, Moscow		1				
2261	NAD	Administrative Assistant	ESD	Adv Health Ctr, Moscow		1				
2262	NAD	Compliance Officer-Commodity Controller	TED	ADRA-Sudan South						1
2263	NAD	ADRA Camp Officer - Commodity Controller	TED	ADRA-Sudan						1

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2264	NAD	Planning Editor	TED	ADRA-Sudan South						1
2265	NAD	ADRA Planning Editor	TED	ADRA-Sudan						1
2266	NAD	Physician/Ophthalmologist/ Professor	IAD	Montemorelos University	1					
2267	NAD	Consultant, Food Services	IAD	Montemorelos University	1					
2268	SPD	Director, Stewardship Ministries	GC	General Conference					1	
2269	SPD	Clerk	GC	General Conference					1	
2270	SID	Associate Professor, Theology Department	IAD	Northern Caribbean University	1					
2271	SID	Director, Career Center	IAD	Northern Caribbean University	1					
2272	SSD	Librarian	WAD	Gambia Secondary School	1					
2273	SSD	Librarian	WAD	Gambia Secondary School	1					
2274	SSD	Secretary/Treasurer	WAD	Gambia Mission Station					1	
2275	IAD	President	AID	Benin Mission					1	
2276	NAD	Professor, School of Nursing	IAD	Montemorelos University	1					
2277	NAD	Theology Professor	IAD	Montemorelos University	1					
2278	IAD	Associate Professor	GC	Loma Linda University	1					
2279	NAD	Professor, Visual Arts Department	IAD	Montemorelos University	1					
2280	SSD	ADRA-Finance Director	TED	ADRA-Sudan South						1
2281	SSD	ADRA Finance Director	TED	ADRA-Sudan						1
2282	NAD	Dentist /Asst Director	SSD	Guam SDA Clinic			1			
2283	SUD	Secretary-Treasurer	EAD	South Botswana Field					1	
2284	SUD	Treasurer	SID	Botswana Union Mission					1	
2285	SUD	Treasurer	SID	Mozambique Union Mission					1	
2286	SUD	School Nurse	EAD	The University of Arusha		1				
2287	SUD	HIV/AIDS Coordinator	SID	Mozambique Union Mission					1	
2288	SUD	HIV/AIDS Coordinator	SID	Mozambique Union Mission					1	
2289	SSD	Home School Teacher	ECD	Ethiopian Adventist College	1					
2290	SSD	Instructor	ECD	Ethiopian Adventist College	1					
2291	SSD	Theology Assoc Prof/Dept Head	ECD	Ethiopian Adventist College	1					
2292	NAD	Physician/Surgeon	AID	7th Day Adv. Hospital ILE-IFE			1			
2293	NAD	Physician/Medical Director	AID	Mugonero Hospital			1			
2294	NAD	Physician/Medical Director	ECD	Mugonero Hospital			1			
2295	NAD	Home School Teacher	AID	Mugonero Hospital	1					
2296	NAD	Home School Teacher	ECD	Mugonero Hospital	1					
2297	NAD	Home School Teacher	ECD	Mugonero Hospital	1					
2298	SAD	Vice President	GC	General Conference					1	
2299	TED	ADRA Country Director	ECD	ADRA-Uganda						1
2300	TED	ADRA Country Director	EAD	Uganda Union						1
2301	EUD	Admin Office Secretary	AUA	Adventist University of Africa	1					
2302	EUD	Admin Office Secretary	AUA	Adventist University of Africa	1					
2303	EUD	Asst Professor, Theological Studies	AUA	Adventist University of Africa	1					
2304	SSD	Director of Nursing	SUD	Scheer Memorial Hospital		1				
2305	SSD	Physician/Internist	SUD	Scheer Memorial Hospital		1				
2306	TED	Director, Television Ministries	ESD	Euro-Asia Division					1	
2307	TED	Office Secretary	ESD	Euro-Asia Division					1	
2308	TED	Office Secretary/Cashier	ESD	Ukrainian Union Conference					1	
2309	SAD	Office Secretary	IAD	Dominican Adventist Univ	1					
2310	NAD	Nursing Supervisor	SUD	Scheer Memorial Hospital		1				
2311	NAD	Treasurer	NAD	Guam-Micronesia Mission					1	
2312	NAD	Treasurer	SSD	Guam-Micronesia Mission					1	
2313	NAD	Office Secretary	NAD	Guam-Micronesia Mission					1	
2314	NAD	Office Secretary	SSD	Guam-Micronesia Mission					1	
2315	NAD	Chief Financial Officer	SSD	Guam SDA Clinic			1			
2316	NAD	ADRA Country Director	WAD	ADRA-Togo						1
2317	SSD	Theology Professor	IAD	Montemorelos University	1					
2318	EUD	ADRA Country Director-Mali	WAD	ADRA-Mali						1
2319	TED	Graphic Designer, Media Ctr	ECD	East-Central Africa Division					1	
2320	TED	ADRA Graphic Designer	ECD	ADRA-Africa Regional Office						1
2321	TED	ADRA Programs and Planning Director	ECD	ADRA-Africa Regional Office						1
2322	EUD	Mission Station Director	WAD	Guinea-Conakry Mission Station					1	
2323	EUD	Office Secretary	AID	Central African Union Mission					1	
2324	EUD	Office Secretary/ADRA Cambodia	SSD	ADRA-Cambodia						1
2325	EUD	ADRA Director	AID	Central African Union Mission						1
2326	EUD	ADRA Country Director	SSD	ADRA-Cambodia						1
2327	NAD	Dentist	IAD	Davis Mem Clinic & Hospital			1			

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
2328	NAD	CMO/Physician/Orthopaedic Surgeon	SUD	Scheer Memorial Hospital		1				
2329	NAD	Guest Room Coordinator	NSD	Hongkong Adventist Hospital		1				
2330	NAD	Physiotherapist	SSD	Bangkok Adventist Hospital		1				
2331	NAD	Eng Sec/Teachers Aide	SSD	Bangkok Adventist Hospital		1				
2332	NAD	Coordinator, HIS Academy	AIAS	AIAS - Junior Academy	1					
2333	NAD	Human Resources Manager	NAD	Guam SDA Clinic		1				
2334	NAD	Human Resources Manager	SSD	Guam SDA Clinic		1				
2335	NAD	Professor, Chair of Dept	AIAS	Adv Int Inst of Advanced St	1					
2336	SAD	Physician	AID	Masanga Leprosy Hospital		1				
2337	SAD	Physician/Surgeon	SPD	Sopas Adventist Hospital		1				
2338	SAD	Physician Chief Medical Officer	SPD	Atoifi Adventist Hospital		1				
2339	SAD	Physician	WAD	Masanga Leprosy Hospital		1				
2340	SPD	Pub Dept Layout/Design Secretary	TED	Albania Mission of SDA					1	
2341	SPD	President	TED	Albania Mission of SDA					1	
2342	NAD	Med Lab. Tech	IAD	Valley of the Angels Hospital		1				
2343	NAD	Med Laboratory Technologist	IAD	Adv Hospital of Haiti		1				
2344	SPD	Assist to Pres & Vol Coord	SSD	Thailand Mission, Bangkok					1	
2345	SPD	Assist to Pres & Vol Coord	SSD	Thailand Mission, Bangkok					1	
2346	SPD	Office Secretary	TED	Trans-European Division					1	
2347	SPD	Director, ADRA	SSD	ADRA-Thailand						1
2348	SPD	ADRA Director	TED	Trans-European Division						1
2349	TED	Office Secretary/Guest Coord	SSD	Southeast Asia Union Mission					1	
2350	TED	President	SSD	Southeast Asia Union Mission					1	
2351	EUD	Graphic Designer	ECD	East-Central Africa Division					1	
2352	EUD	Marketing Director/Associate Publisher- Adventist World	GC	General Conference					1	
2353	EUD	Associate Secretary	ECD	East-Central Africa Division					1	
2354	IAD	Registrar	SSD	Pakistan Adventist Seminary	1					
2355	IAD	Registrar	SSD	Pakistan Adventist Seminary	1					
2356	IAD	Registrar, Pakistan Adventist Seminary	TED	Pakistan Adventist Seminary	1					
2357	IAD	Registrar, Pakistan Adventist Seminary	TED	Pakistan Adventist Seminary	1					
2358	TED	Assistant Professor/Course Coordinator	SSD	Asia-Pacific Int. University	1					
2359	SPD	ADRA Country Director	EAD	Zambia Union						1
2360	SAD	Professor/ Theology Dept	IAD	Dominican Adventist Univ	1					
2361	SAD	Associate Professor	IAD	Dominican Adventist Univ	1					
2362	NAD	Dept Dir, Min, ACM, STW	NSD	Northern Asia-Pacific Division					1	
2363	NAD	Asst Secy, Min/Shepherdess	NSD	Northern Asia-Pacific Division					1	
2364	IAD	Hispanic Coordinator, KY-TN Conference	NAD	North American Division					1	
2365	SSD	Farm Manager	EAD	Bugema University	1					
2366	SSD	Teacher	EAD	Bugema University	1					
2367	IAD	Assistant Professor	GC	Oakwood College	1					
2368	EUD	Associate Professor, Art Department	IAD	Linda Vista Academy	1					
2369	NAD	Guest Coordinator	SSD	East Indonesia Union Conf					1	
2370	NAD	Archivist/Librarian/Secretary	SSD	Southern Asia-Pacific Division					1	
2371	NAD	Director of Aviation	SSD	East Indonesia Union Conf					1	
2372	NAD	Associate Treasurer	SSD	Southern Asia-Pacific Division					1	
2373	TED	President	IF	Israel Field					1	
2374	SPD	Accountant	TED	Newbold College	1					
2375	SPD	Pastoral Studies Instructor	TED	Newbold College	1					
2376	NAD	Accounting Consultant	ESD	Euro-Asia Division					1	
2377	NAD	Associate Treasurer	SUD	Southern Asia Division					1	
2378	NAD	Principal	NSD	Taiwani Adventist American School	1					
2379	NAD	Physician/Family Practice (DMA)	NAD	Guam SDA Clinic		1				
2380	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
2381	NAD	Treasurer	ESD	Euro-Asia Division					1	
2382	NAD	Administrative Asst to the President	SUD	Southern Asia Division					1	
2383	TED	ADRA Country Director	TED	Albania Mission of SDA						1
2384	NAD	Teacher	NSD	Taiwani Adventist American School	1					
2385	SAD	Associate Professor of Music	IAD	Dominican Adventist Univ	1					
2386	NAD	Physician/Surgeon/Medical Director	ECD	Heri Adventist Hospital		1				
2387	NAD	Physician/Surgeon/Medical Director	ECD	Ishaka Adventist Hospital		1				
2388	NAD	Physician/Surgeon	EAD	Ishaka Adventist Hospital		1				
2389	NAD	Lab Technologist	ECD	Heri Adventist Hospital		1				
2390	NAD	Lab Technologist	EAD	Ishaka Adventist Hospital		1				

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
2391	NAD	Education Director	SSD	Guam-Micronesia Mission					1	
2392	NAD	High School Math Teacher	SSD	Ekamai International School	1					
2393	NAD	Hostess	SSD	Guam-Micronesia Mission					1	
2394	IAD	ADRA Accountant	SSD	ADRA-Vietnam						1
2395	IAD	Director, Biblical Research Ins	GC	General Conference					1	
2396	SAD	Physician/OB-Gyn	SID	Maluti Adventist Hospital		1				
2397	SAD	Physician	SAU	Maluti Adventist Hospital		1				
2398	SAD	Physician/Urologist	SID	Maluti Adventist Hospital		1				
2399	SAD	Ophthalmologist	SAU	Maluti Adventist Hospital		1				
2400	NAD	Librarian	IAD	Northern Caribbean University	1					
2401	SPD	Office Secretary	TED	Trans-European Division					1	
2402	SPD	Ministerial Assoc Secretary	TED	Trans-European Division					1	
2403	NAD	Physician/Orthopedic Surgeon	IAD	Bella Vista Hospital		1				
2404	IAD	Departmental Director	WAD	Sahel Union Mission					1	
2405	IAD	President	WAD	Sahel Union Mission					1	
2406	NAD	Construction Director	SSD	Cambodia Adventist Mission					1	
2407	NAD	Academy Principal - Phnom Penh	SSD	Cambodia Adventist Mission	1					
2408	NAD	Academy Principal - Phnom Penh	SSD	Cambodia Adventist Mission	1					
2409	SAD	Music Director & Spanish Teacher	EAD	Maxwell Adventist Academy	1					
2410	SAD	Hostel Director	EAD	Maxwell Adventist Academy	1					
2411	SSD	Dir, Research and Graduate Studies	ECD	Univ. of Eastern Africa Baraton	1					
2412	SSD	Electronics/Information Tech Assoc Professor/Dept Chair	ECD	Univ. of Eastern Africa Baraton	1					
2413	NAD	Treasurer	SSD	Southern Asia-Pacific Division					1	
2414	NAD	Elementary Teacher	SSD	Southern Asia-Pacific Division	1					
2415	EUD	GM Project Supervisor	TED	Albania Mission of SDA				1		
2416	EUD	GM Project Supervisor	TED	Albania Mission of SDA				1		
2417	EUD	Global Mission Worker	EUD	MISSERM				1		
2418	EUD	President	TED	Albania Mission of SDA					1	
2419	EUD	Bible Worker	EUD	MISSERM				1		
2420	SSD	Physician	EAD	Malamulo Hospital		1				
2421	NAD	ISS Computer System English	IAD	Inter-American Division					1	
2422	NAD	Prof - Department Chairman	TED	Newbold College	1					
2423	SSD	Associate Chief Financial Officer	SPD	Papua New Guinea Union Mission					1	
2424	NAD	English Teacher	TED	Nile Union Academy	1					
2425	NAD	Principal	TED	Nile Union Academy	1					
2426	NAD	Medical Director	EAD	Gimbie Hospital		1				
2427	NAD	Physician/ Surgeon	SSD	Penang Adventist Hospital		1				
2428	NAD	Home School Teacher	EAD	Gimbie Hospital	1					
2429	NAD	Treasurer	SSD	Southern Asia-Pacific Division					1	
2430	NAD	President	SID	Helderberg College	1					
2431	SAD	Surgeon	AID	Masanga Leprosy Hospital		1				
2432	SAD	Physician/Medical Director	SID	Indian Ocean Union Mission		1				
2433	SAD	Assistant Pharmacist	AID	SDA Cooper Hospital		1				
2434	SAD	Associate Director Adv Medical System	SID	Indian Ocean Union Mission					1	
2435	SAD	Associate Director Adv Medical System	SID	Indian Ocean Union Mission					1	
2436	NAD	Dentist	AID	Kinshasa Adventist Dental Clinic		1				
2437	NAD	Global Mission Director	AID	West Congo Union Mission					1	
2438	SAD	Pastor/Acting Secretary-Treasurer	TED	Israel Field					1	
2439	SPD	Pollywog Handicrafts Manager	SSD	Bangladesh Union Mission					1	
2440	SPD	ADRA Country Director	SSD	ADRA-Bangladesh						1
2441	IAD	Chairman-Prof., Educational Studies Dept	AIIAS	Adv Int Inst of Advanced St	1					
2442	IAD	Physician/Anesthesiologist	SUD	Scheer Memorial Hospital		1				
2443	SAD	Home School Teacher	ECD	ADRA-Rwanda	1					
2444	NAD	English Teacher	SUD	Scheer Memorial Hospital	1					
2445	SSD	Business Lecturer	TED	Middle East University	1					
2446	SSD	Business Lecturer (eq. Full Professor)	GMEU	Middle East University	1					
2447	NAD	Math/Technology/Language Teacher	ECD	Maxwell Adventist Academy	1					
2448	NAD	Math/Language Teacher/Hostel Parent	ECD	Maxwell Adventist Academy	1					
2449	NAD	English/History Teacher	ECD	Maxwell Adventist Academy	1					
2450	NAD	Pastor	NSD	Hongkong Adventist Hospital					1	
2451	NAD	Associate Secretary	SSD	Southern Asia-Pacific Division					1	
2452	NAD	Church Secretary/Guest Coordinator	NSD	Hongkong Adventist Hospital					1	
2453	NAD	Curriculum Coordinator	SSD	Southern Asia-Pacific Division					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
2454	NAD	Instructor	ECD	Ethiopian Adventist College	1					
2455	NAD	General Nurse	ECD	Ethiopian Adventist College		1				
2456	NAD	Administrator	IAD	Andrews Memorial Hospital		1				
2457	NAD	Elementary Teacher	SSD	Southern Asia-Pacific Division	1					
2458	NAD	Associate Treasurer	SSD	Southern Asia-Pacific Division					1	
2459	NSD	Teacher	AIAS	Adv Int Inst of Advanced St	1					
2460	NAD	Elementary School Teacher	NSD	Taiwani Adventist American School	1					
2461	IAD	Rector/President	WAD	Adv University, Cosendai-Cameroon	1					
2462	NAD	Principal	TED	Newbold College	1					
2463	NAD	Home Sch. Teacher/Public Rel. Officer & Sen Acc Clerk	SSD	ADRA-East Timor						1
2464	NAD	ADRA Country Director	SSD	ADRA-East Timor						1
2465	NAD	President	WAD	Senegal/Mauritania Mission					1	
2466	NAD	ADRA- Country Director	WAD	ADRA-Mauritania						1
2467	SUD	Secretary-Treasurer	TED	Sudan Field					1	
2468	SUD	Associate Treasurer	SPD	Papua New Guinea Union Mission					1	
2469	SUD	ADRA - Asst Finance Director	TED	ADRA-Sudan						1
2470	EUD	Professor	SAD	River Plate Adventist University	1					
2471	TED	Arabic Editor	TED	Adventist Media Centre-Middle East				1		
2472	SSD	Music Director	ECD	Maxwell Adventist Academy	1					
2473	SSD	Music Teacher	EAD	Maxwell Adventist Academy	1					
2474	SSD	Assistant Business Manager/Treasurer	ECD	Maxwell Adventist Academy	1					
2475	SSD	Hostel Parent	EAD	Maxwell Adventist Academy	1					
2476	NSD	Associate Director, ADRA	SUD	ADRA-India						1
2477	NAD	Publishing Director	EUD	Czecho-Slovakian Union Conference			1			
2478	NAD	Publishing Director	EUD	Czecho-Slovakian Union Conference			1			
2479	SSD	Laboratory Director	EAD	Malamulo Hospital		1				
2480	SSD	Nurse	EAD	Malamulo Hospital		1				
2481	EUD	Prof., School of Religion/Library Admin.	SAD	River Plate Adventist University	1					
2482	SAD	Director	ECD	IHFA/Tanzania					1	
2483	SAD	Print Shop Manager	IAD	Haitian Adventist University	1					
2484	SAD	Assistant Manager	IAD	IAD Food Company, Colombia					1	
2485	SAD	Assistant Manager	IAD	IAD Food Company, Venezuela					1	
2486	NAD	Dir., Sch. of Evangelism & Sch. of Pioneers	ESD	Southern Union Conf. Junior College	1					
2487	NAD	Asst Business Mgr	ESD	Southern Union Conf. Junior College	1					
2488	SAD	ADRA Director/Country Director	IAD	ADRA-Honduras						1
2489	SAD	ADRA Country Director	SID	ADRA-Malawi						1
2490	NAD	Physician Emerg Room	IAD	Community Hospital of SDA		1				
2491	SAD	ADRA Country Director	ECD	ADRA-Somalia						1
2492	SAD	ADRA Director of Finance	ECD	ADRA-Africa Regional Office						1
2493	NAD	Dentist	IAD	SDA Dental Clinic, St Kitts		1				
2494	NAD	Dentist	IAD	SDA Dental Clinic, St Kitts		1				
2495	SAD	Church Dev Director/AUCA Ext. Coord/Dir, Stewardship	ECD	Burundi Mission					1	
2496	SAD	Church Dev Director/AUCA Extension Coord/Dir, Stewardship	ECD	Burundi Mission					1	
2497	SAD	President	WAD	Burkina Faso Mission					1	
2498	NAD	Professor	IAD	Montemorelos University	1					
2499	SAD	Pastor/Center of Influence Director	GMEU	Egypt-Sudan Field				1		
2500	SAD	Director/School of Business Administration	IAD	Central American Adv Univ	1					
2501	SAD	Accounting Professor	IAD	Colombia Adventist Univ	1					
2502	SAD	Agricultural Economist	GC	ADRA International (GC)						1
2503	SSD	Assistant Girls Dean	ECD	Maxwell Adventist Academy	1					
2504	SSD	Nurse	EAD	Kendu Adventist Hospital		1				
2505	SSD	School Nurse	ECD	Maxwell Adventist Academy	1					
2506	SSD	Nurse	EAD	Kendu Adventist Hospital		1				
2507	IAD	Maintenance Technician	SID	Malamulo Hospital		1				
2508	NAD	Health Ministries Director (Physician)	AID	Africa-Indian Ocean Division					1	
2509	NAD	Health Ministries Director	WAD	West-Central Africa Division					1	
2510	EUD	ADRA Country Director	ECD	ADRA-Ethiopia						1
2511	NAD	Physician/Family Medicine	SUD	Scheer Memorial Hospital		1				
2512	NAD	Physician/Family Med	SUD	Scheer Memorial Hospital		1				
2513	NAD	Physician/Intnatl Medicine Specialist	SID	Blantyre Adventist Hospital		1				
2514	NAD	Physician/Surgeon	AID	7th Day Adv. Hospital ILE-IFE		1				

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
2515	NAD	Physician/Surgeon	WAD	7th Day Adv. Hospital ILE-IFE		1				
2516	NAD	Nursing Instructor/Home Teacher	AID	7th Day Adv. Hospital ILE-IFE	1					
2517	NAD	Nursing Instructor/Home Teacher	WAD	7th Day Adv. Hospital ILE-IFE	1					
2518	IAD	Director of Women's Ministries	ESD	Southern Union Mission					1	
2519	IAD	Professor, Education Dept	AIAS	Adv Int Inst of Advanced St	1					
2520	NAD	Chief Pilot/Engineer	SPD	Papua New Guinea Union Mission					1	
2521	NAD	Physical Therapist	SSD	Guam SDA Clinic		1				
2522	NAD	Professor, Biology Department Chair	SSD	Asia-Pacific Int. University	1					
2523	NAD	Dean, Faculty of Science /Ass VP Accad Adm	SSD	Asia-Pacific Int. University	1					
2524	NAD	Biology Dept Chair	SSD	Asia-Pacific Int. University	1					
2525	NAD	Administrator	TED	Karachi Adventist Hospital		1				
2526	NAD	Dir of Health Promotion Dept	TED	Karachi Adventist Hospital		1				
2527	NAD	Associate Profesor	TED	Newbold College	1					
2528	EUD	Teacher	SAD	Bolivia Adventist University	1					
2529	EUD	Printshop Manager/Bolivia Union Mission Press	SAD	Bolivia Union Mission					1	
2530	SAD	Nurse	IAD	Valley of the Angels Hospital		1				
2531	SAD	ADRA Country Director	SPD	ADRA-Papua New Guinea						1
2532	SAD	Physician/General Surgeon	IAD	Valley of the Angels Hospital		1				
2533	NAD	Associate Professor	TED	Newbold College	1					
2534	SPD	Principal	TED	Pakistan Adventist Seminary	1					
2535	SPD	Theology Instructor	TED	Pakistan Adventist Seminary	1					
2536	SAD	Assoc Director, Education Dept	GC	General Conference					1	
2537	SAD	ADRA Finance Director	ECD	ADRA-Africa Regional Office						1
2538	SAD	Hostel Mother	ECD	Maxwell Adventist Academy	1					
2539	SAD	Hostel Mother	ECD	Maxwell Adventist Academy	1					
2540	NAD	Accountant	ESD	Euro-Asia Division					1	
2541	NAD	Acting Assoc Director - Auditing	ESD	Euro-Asia Division					1	
2542	EUD	President	ESD	Trans-Caucasus Union Mission					1	
2543	EUD	President	ESD	Georgian Mission					1	
2544	NAD	Lecturer	ECD	Bugema University	1					
2545	NAD	ADRA Director / China	NSD	ADRA-China						1
2546	NAD	Assistant Lecturer/Instructor	ECD	Bugema University	1					
2547	NAD	Asst Lecturer/Instructor	ECD	Bugema University	1					
2548	NAD	Teacher	NSD	Chinese Union Mission	1					
2549	NAD	Teacher	NSD	Hong Kong Adv College	1					
2550	EUD	Shepherdess Coordinator	ESD	Trans-Caucasus Union Mission					1	
2551	EUD	Shepherdess Coordinator	ESD	Georgian Mission					1	
2552	EUD	Shepherdess Coordinator	ESD	Georgian Mission					1	
2553	NAD	ADRA Associate Director	SSD	ADRA-Cambodia						1
2554	NAD	ADRA Country Director	SSD	ADRA-Cambodia						1
2555	NAD	Director, Publishing Dept	ESD	Euro-Asia Division			1			
2556	NAD	Field Secretary, Global Mission Director	ESD	Euro-Asia Division					1	
2557	NAD	Associate Director, Communication Dept.	ESD	Euro-Asia Division					1	
2558	NAD	Office Secretary	ESD	Euro-Asia Division					1	
2559	NAD	Elementary Teacher	SSD	Cambodia Adventist Mission	1					
2560	NAD	Elementary Teacher	SSD	Cambodia	1					
2561	NAD	Elementary Teacher	SSD	Cambodia Adventist Mission	1					
2562	NAD	Accountant	TED	Greater Equatorial Field					1	
2563	NAD	Education Director	SSD	Cambodia Adventist Mission					1	
2564	NAD	Section Leader	TED	Greater Equatorial Field					1	
2565	NAD	Dental Hygienist	SSD	Sajpan Adventist Clinic		1				
2566	NAD	Ophthalmologist (DMA)	NAD	Guam SDA Clinic		1				
2567	NAD	Ophthalmologist	SSD	Guam SDA Clinic		1				
2568	SSD	Finance Director	TED	ADRA-Sudan South						1
2569	SSD	Assistant Professor - Sonoma Adv College	SPD	Sonoma Adventist College	1					
2570	SSD	Lecturer	SPD	Sonoma Adventist College	1					
2571	SAU	Medical Director	EAD	Botswana Ad Med Services		1				
2572	SID	Medical Director	SID	Botswana Ad Med Services		1				
2573	SAU	Nursing Sister	EAD	Botswana Ad Med Services		1				
2574	SID	Nursing Sister	SID	Botswana Ad Med Services		1				
2575	NAD	Vice Chancellor	ECD	Bugema University	1					
2576	NAD	Vice Chancellor	EAD	Bugema University	1					
2577	ESD	Instructor	IAD	Montemorelos University	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
2578	ESD	Professor, School of Music & Conservatory	IAD	Montemorelos University	1					
2579	EUD	Technical Coordinator/GC- White Estate	GC	General Conference					1	
2580	SAD	ADRA Country Director	SSD	ADRA-Bangladesh						1
2581	SAD	Accountant	ESD	Euro-Asia Division					1	
2582	NAD	Coord of Hindu Study Center	IAD	Carribbean Union Conference				1		
2583	NAD	Physician/Family Practice	WAD	Hopital Adventiste de Koza		1				
2584	NAD	Physician	WAD	Central African Union Mission		1				
2585	NAD	Med Dir/Physician, Family Med	SID	Malamulo Hospital		1				
2586	NAD	Physician/Surgeon - Medical Director	WAD	Hopital Adventiste de Koza		1				
2587	NAD	Dentist (DMA)	NAD	Saipan Adventist Clinic		1				
2588	NAD	Dentist	SSD	Saipan Adventist Clinic		1				
2589	NAD	Dentist (DMA)	NAD	Saipan Adventist Clinic		1				
2590	NAD	Dentist	SSD	Saipan Adventist Clinic		1				
2591	IAD	AWR Site Manager/Region Controller	SSD	AWR-Guam					1	
2592	NAD	Industry Head/Grounds Director	ECD	Maxwell Adventist Academy	1					
2593	NAD	Industry Head/Grounds Director	EAD	Maxwell Adventist Academy	1					
2594	NAD	Nurse/Asst Food Services Director	ECD	Maxwell Adventist Academy	1					
2595	NAD	Nurse/Asst Food Services Director	EAD	Maxwell Adventist Academy	1					
2596	NSD	Home School Teacher	ECD	Gimbie Hospital	1					
2597	NAD	Principal	SSD	Ebeye Adventist High School	1					
2598	NAD	Chaplain and Bible Teacher	SSD	Ebeye Adventist High School	1					
2599	SPD	President	SSD	Asia-Pacific Int. University	1					
2600	NAD	Physician/Family practice-Pediatric Consultant	SUD	Scheer Memorial Hospital		1				
2601	NAD	Physician/Family Practice-Prenatal Consultant	SUD	Scheer Memorial Hospital		1				
2602	NAD	Departmental Director	SUD	Nepal Field					1	
2603	NAD	Secretary	SUD	Nepal Field					1	
2604	NAD	Nurse Practitioner (MSN)	NAD	Guam SDA Clinic		1				
2605	NAD	Nurse Practitioner	SSD	Guam SDA Clinic		1				
2606	SID	GCAS Regional Manager	ECD	GCAS Trans Africa Area					1	
2607	SID	Office Secretary	ECD	East-Central Africa Division					1	
2608	SID	Office Secretary	ECD	East-Central Africa Division					1	
2609	NAD	Assistant Professor Sch of Social Science	ECD	Bugema University	1					
2610	NAD	Assistant Professor, Dept of Social Work	ECD	Bugema University	1					
2611	NAD	Assistant Professor, Dpt of Social Work	ECD	Bugema University	1					
2612	TED	Computer Science Instructor	IAD	Dominican Adventist Univ	1					
2613	TED	Instructor, Sch. of Business & Comp. Science	IAD	Venezuela Adventist University	1					
2614	IF	Director	IAD	Inter-American Ctr for Educ. (Puerto R.)	1					
2615	SSD	Administrative Office Secretary	TED	Sudan Field					1	
2616	SSD	Administrative Office Secretary	TED	Sudan Field					1	
2617	NAD	Physician	AID	Jengre SDA Hospital		1				
2618	NAD	Physician	WAD	Jengre SDA Hospital		1				
2619	NAD	Physician/Surgeon	AID	Jengre SDA Hospital		1				
2620	NAD	Physician/Surgeon	WAD	Jengre SDA Hospital		1				
2621	SAD	Dentist	IAD	Antigua SDA Dental Clinic		1				
2622	NAD	OB/GYN Physician	SSD	Guam SDA Clinic		1				
2623	NAD	OB/GYN Physician	SSD	Guam SDA Clinic		1				
2624	IAD	Director, Women's Ministries	GC	General Conference					1	
2625	SPD	Home School Teacher	TED	ADRA-Albania	1					
2626	SPD	ADRA Director	ECD	ADRA-Ethiopia						1
2627	SPD	ADRA Country Director	TED	ADRA-Albania						1
2628	NAD	Administrator	SSD	Chiangmai Adventist Academy	1					
2629	SUD	English Teacher	SSD	Chiangmai Adventist Academy	1					
2630	NAD	Physician/Family Practice	SSD	Palau SDA Clinic		1				
2631	NAD	Physician/Anesthesiologist	SSD	Guam SDA Clinic		1				
2632	NAD	ADRA Director	SSD	Bangladesh Union Mission						1
2633	NAD	ADRA Country Director	TED	ADRA-Sudan South						1
2634	NAD	Home School Teacher-Elem/Internal Auditor	SSD	Bangladesh Union Mission	1					
2635	NAD	ADRA Accountant	TED	ADRA-Sudan South						1
2636	IAD	Orthodontist	SID	Malamulo Hospital		1				
2637	SSD	Physician/Surgeon	AID	Hopital Adventiste de Koza		1				
2638	SSD	Medical Director-Physician/Surgeon	ECD	SDA Health Services, Nairobi		1				
2639	SSD	Physician/Surgeon	WAD	Hopital Adventiste de Koza		1				
2640	SSD	Physician	AID	Hopital Adventiste de Koza		1				
2641	SSD	Physician	AID	Hopital Adventiste de Koza		1				

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
2642	SSD	Physician/OB/GYN	ECD	SDA Health Services, Nairobi		1				
2643	SSD	Physician	WAD	Hopital Adventiste de Koza		1				
2644	SSD	Physician	WAD	Hopital Adventiste de Koza		1				
2645	NSD	Dean-Chair Math/Physics/Technology Dept	IAD	University of the Southern Caribbean	1					
2646	TED	Chaplain	SPD	Avondale College				1		
2647	NSD	Korean Pastor	SAD	Paraguay Mission				1		
2648	NAD	Physician/Urologist	SSD	Guam SDA Clinic		1				
2649	NSD	Professor/Historical Theological Dept Chair	AIAS	Adv Int Inst of Advanced St	1					
2650	NSD	Assistant Counselor	AIAS	Adv Int Inst of Advanced St	1					
2651	NSD	Library Assistant	AIAS	Adv Int Inst of Advanced St	1					
2652	NAD	Chaplain-Senior Pastor	SSD	Asia-Pacific Int. University	1					
2653	NAD	Instructor	SSD	Asia-Pacific Int. University	1					
2654	SAD	Floater On-Call	GC	General Conference					1	
2655	NAD	Senior Pilot, Check & Training Pilot and Quality Manager	SPD	Papua New Guinea Union Mission					1	
2656	NAD	Women's Ministries Director	ESD	Trans-Caucasus Union Mission					1	
2657	NAD	Ministerial Association Secretary	ESD	Trans-Caucasus Union Mission					1	
2658	NAD	Office Secretary, ADRA	SUD	ADRA-Nepal						1
2659	NAD	ADRA Director	SUD	ADRA-Nepal						1
2660	NAD	Dentist	SSD	Unknown		1				
2661	NAD	(***) Deputy Dir, Finance	TED	Khartoum, Sudan					1	
2662	NAD	***Nutritionist (Food Prg)	TED	Khartoum, Sudan		1				
2663	NAD	Church Growth & Evangelism Coor	SSD	Sri Lanka Mission of 7th Day Adventists				1		
2664	NAD	Dentist (DMA)	NAD	Saipan Adventist Clinic		1				
2665	NAD	Dentist	SID	Lusaka Adventist Dental Services		1				
2666	NAD	Dentist	SSD	Saipan Adventist Clinic		1				
2667	NAD	Teacher/Sponsorship Coord	SSD	Lakpahana Adv Col & Sem	1					
2668	NAD	ADRA Tre Control Child Survival Proj	IAD	ADRA-Nicaragua						1
2669	NAD	ADRA Director	SAD	ADRA-Peru						1
2670	NAD	ADRA Project Director & Principal	TED	Eyira Vocation Sch, Sudan	1					
2671	SPD	Assoc Dir, Publ Affairs and Religious Liberty	GC	General Conference					1	
2672	NAD	English Professor	IAD	Central American Adv Univ	1					
2673	NAD	Director - English Bible Ctr	NSD	Taiwan San Yu English Bible Ctr	1					
2674	SPD	Editor	GC	Review and Herald Pub Assoc			1			
2675	SPD	Assoc Dir PARR & Editor, Liberty Magazine	NAD	North American Division					1	
2676	NAD	CEO, Adventist Media Network	SPD	South Pacific Adv Media Network					1	
2677	NAD	Director	TED	AWR-Europe					1	
2678	NAD	Receptionist/telephonist	SPD	Avondale College	1					
2679	NAD	AWR - Public Relations Director - England	SPD	South Pacific Division					1	
2680	EUD	Bible Worker	EUD	Turkey Field				1		
2681	EUD	Pastor	EUD	Turkey Field				1		
2682	EUD	Matron/Director of Nurses	EAD	Malamulo Hospital		1				
2683	EUD	Nursing Supervisor	SUD	Scheer Memorial Hospital		1				
2684	EUD	Biomedical Engineer	EAD	Malamulo Hospital		1				
2685	EUD	Electronics Engineer	SUD	Scheer Memorial Hospital		1				
2686	TED	Registrar	AIAS	Adv Int Inst of Advanced St	1					
2687	TED	Professor/Department Head	AIAS	Adv Int Inst of Advanced St	1					
2688	EUD	Associate Treasurer	ESD	Euro-Asia Division					1	
2689	EUD	Vice-President	GC	General Conference					1	
2690	EUD	President	ESD	Euro-Asia Division					1	
2691	EUD	Research and Program Evaluation Asst	GC	General Conference					1	
2692	EUD	Dir. Inst of Missiolgy/Shepherdess Sponsor	ESD	Euro-Asia Division					1	
2693	NAD	Prof-Chairman, Business Dept	AIAS	Adv Int Inst of Advanced St	1					
2694	NAD	Asst Dept Dir, Communication	IAD	Inter-American Division					1	
2695	NAD	ADRA Associate Country Director	SSD	ADRA-Cambodia						1
2696	NAD	ADRA Assoc Country Director	SSD	ADRA-Cambodia						1
2697	NAD	Auditor	ESD	Euro-Asia Division					1	
2698	NAD	Acting Treasurer	EAD	Eastern Africa Division					1	
2699	NAD	Treasurer	SID	Botswana Union Mission					1	
2700	NAD	Office Secretary	EAD	Eastern Africa Division					1	
2701	NAD	Office Secretary	SID	Botswana Union Mission					1	
2702	NAD	Optometrist	SSD	Guam SDA Clinic		1				
2703	NAD	Assistant Professor, Education Dept.	AIAS	Adv Int Inst of Advanced St	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
2704	NAD	Coord. of Home Study Program/Instructor	AIAS	Adv Int Inst of Advanced St	1					
2705	SSD	Senior Office Assistant, Adventist Missions	GC	General Conference					1	
2706	SSD	Assoc. Dir. of Trust Services Department	GC	General Conference					1	
2707	NAD	ADRA Country Director	SUD	ADRA-India						1
2708	NAD	ADRA Associate Director	SUD	ADRA-India						1
2709	SAD	Hostel Parent	ECD	Maxwell Adventist Academy	1					
2710	SAD	Hostel Parent	ECD	Maxwell Adventist Academy	1					
2711	NAD	Physician/Internal Medicine (DMA)	NAD	Guam SDA Clinic		1				
2712	NAD	Physician/Internal Medicine	SSD	Guam SDA Clinic		1				
2713	SUD	Vice President/Academic Administration	WAD	Valley View University	1					
2714	SUD	Assoc Prof/Chair, Bus Dept/Dean of Grad Sch.	AIAS	Adv Int Inst of Advanced St	1					
2715	SUD	Library Technology Coord	AIAS	Adv Int Inst of Advanced St	1					
2716	SUD	Computer Programmer	AIAS	Adv Int Inst of Advanced St	1					
2717	SAD	Home School Teacher/Physician	SSD	Timor Leste Adventist Mission	1					
2718	NAD	President	SSD	Timor Leste Adventist Mission					1	
2719	TED	Home School Teacher	TED	Lebanon	1					
2720	TED	Personal Assistant (Adm Office Secy level)	GMEU	Greater Middle East Union Mission					1	
2721	TED	President	AID	Adventist Univ. of Central Africa	1					
2722	TED	Recteur (President)	ECD	Adventist Univ. of Central Africa	1					
2723	TED	Administrative Office Secretary	AID	Adventist Univ. of Central Africa	1					
2724	TED	Senior Lecturer	ECD	Adventist Univ. of Central Africa	1					
2725	TED	MEU Secretary/Dep. Dir. GM, Health Coord	TED	Greater Middle East Union Mission					1	
2726	TED	Executive Secretary/AVS Coord	GMEU	Greater Middle East Union Mission					1	
2727	SSD	Physician/Surgeon/Med Director	ECD	Lubumbashi Surgical Clinic		1				
2728	SSD	Medical Director/Gen. Surgeon	ECD	Gimbie Hospital		1				
2729	SSD	Physician/Surgeon	ECD	Mugonero Hospital		1				
2730	SSD	Physician/Surgeon	EAD	Kendu Adventist Hospital		1				
2731	SSD	Physician/Surgeon	EAD	Gimbie Hospital		1				
2732	SSD	Lecturer/Chair, Music Dept	ECD	Univ. of Eastern Africa Baraton	1					
2733	SSD	English/Music Teacher	ECD	Djibouti Adv Health Centre	1					
2734	SSD	English/Music Teacher	ECD	Djibouti Adv Health Centre	1					
2735	SSD	Music Instructor	EAD	Univ. of Eastern Africa Baraton	1					
2736	SSD	Receptionist	EAD	Lower Gweru Clinic		1				
2737	SSD	Dentist	ECD	Univ. of Eastern Africa Baraton		1				
2738	SSD	Dentist	ECD	Djibouti Adv Health Centre		1				
2739	SSD	Dentist	EAD	Univ. of Eastern Africa Baraton		1				
2740	SSD	Dentist	EAD	Lower Gweru Clinic		1				
2741	SUD	Asst. Prof, Education Dept.	IAD	Northern Caribbean University	1					
2742	SSD	Qualified Accountant	TED	Greater Middle East Union Mission					1	
2743	SSD	Assistant Professor	TED	Middle East University	1					
2744	SSD	Qualified Accountant	TED	Greater Middle East Union Mission					1	
2745	SSD	Audit Staff	GMEU	GCAS Trans Euro Asia Area					1	
2746	SSD	Business and Computer Teacher	TED	Middle East University	1					
2747	SSD	Secretary-Treasurer	TED	Gulf Field					1	
2748	SSD	Secretary/Treasurer	GMEU	Gulf Field					1	
2749	SSD	Admin. Office Sec / Home School Teacher	NSD	Mongolia Mission Field					1	
2750	SSD	Accountant	TED	Sudan Field					1	
2751	SSD	Director of SunPlus	GC	ADRA International (GC)						1
2752	SSD	Secretary-Treasurer	NSD	Mongolia Mission Field					1	
2753	SSD	Secretary-Treasurer	TED	Sudan Field					1	
2754	SSD	Assistant Professor/Dept Head	ECD	Ethiopian Adventist College	1					
2755	SSD	Instructor	EAD	Ethiopian Adventist College	1					
2756	SSD	Instructor	EAD	Ethiopian Adventist College	1					
2757	SSD	Human Resources Dir/Emballage Mgr	IAD	Haitian Adventist University	1					
2758	SSD	Professor, Dept Chair/Theology	ECD	Ethiopian Adventist College	1					
2759	SSD	Theology Dept. Head/Professor	EAD	Ethiopian Adventist College	1					
2760	SSD	Dean, School of Theology	IAD	Haitian Adventist University	1					
2761	SPD	Assoc Prof, Applied Theology	AIAS	Adv Int Inst of Advanced St	1					
2762	SPD	Seminary Dean	AIAS	Adv Int Inst of Advanced St	1					
2763	SAD	Office Secretary	AID	Guinea-Bissau Mission					1	
2764	SAD	Office Secretary	WAD	Guinea-Bissau Mission					1	
2765	SAD	Office Secretary	WAD	Senegal/Mauritania Mission					1	
2766	SAD	President/ADRA Director	AID	Guinea-Bissau Mission					1	
2767	SAD	President	WAD	Guinea-Bissau Mission					1	

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2768	SAD	President	WAD	Senegal/Mauritania Mission					1	
2769	SPD	Vice Pres Bio-Chemistry Dept	GC	Loma Linda University	1					
2770	NAD	Deputy ADRA-Ghana Director	AID	West African Union Miss					1	
2771	NAD	Theology Professor	IAD	Venezuela Vocational Inst	1					
2772	NAD	Professor & Associate Dean	AIAS	Adv Int Inst of Advanced St	1					
2773	WAD	Lecturer	ECD	Adventist Univ. of Central Africa	1					
2774	WAD	Lecturer	ECD	Adventist Univ. of Central Africa	1					
2775	TED	Emergency Mgmt Bureau Chief	GC	ADRA International (GC)						1
2776	EUD	Associate Director, Youth Ministries	GC	General Conference					1	
2777	SAU	Assistant Secretary-Treasurer	TED	Greater Middle East Union Mission					1	
2778	NAD	Asst Professor	SSD	Asia-Pacific Int. University	1					
2779	NAD	Assistant Professor	SSD	Asia-Pacific Int. University	1					
2780	NAD	VP for Finance	SSD	Asia-Pacific Int. University	1					
2781	NAD	Vice President of Finance	SSD	Asia-Pacific Int. University	1					
2782	NAD	Principal	ECD	Maxwell Adventist Academy	1					
2783	NAD	Registrar	ECD	Maxwell Adventist Academy	1					
2784	TED	Lecturer, Faculty of Education	SPD	Avondale College	1					
2785	IAD	Gen Field Rep - White Estate	GC	White Estate, General Conf					1	
2786	NAD	Chief Engineer	IAD	Costa Rica					1	
2787	NAD	Associate Professor, Theology Department	SPD	Avondale College	1					
2788	NAD	Associate Treasurer	TED	Trans-European Division					1	
2789	NAD	Associate Treasurer	TED	Trans-European Division					1	
2790	NAD	ADRA Country Director	SUD	ADRA-Bhutan/Tibet						1
2791	NAD	Associate Director, ADRA	SUD	ADRA-India						1
2792	SSD	Office Secretary, Guest & Mtg Coordinator	ECD	Ethiopian Union Mission					1	
2793	SSD	Office Secretary/Hostess	WAD	West-Central Africa Division					1	
2794	SSD	Office Secretary/Hostess	WAD	West-Central Africa Division					1	
2795	SSD	Associate Treasurer	ESD	Euro-Asia Division					1	
2796	SSD	Senior Accountant	ESD	Euro-Asia Division					1	
2797	SPD	Communications Officer	SUD	ADRA-India						1
2798	SPD	Programs Director	SUD	ADRA-India						1
2799	SAD	Assoc Dir, White Estate	GC	General Conference					1	
2800	SAD	Floater On-Call	GC	General Conference					1	
2801	SSD	Cashier	SSD	Pakistan Union Section					1	
2802	SSD	Cashier	SSD	Pakistan Union Section					1	
2803	SSD	Cashier	TED	Pakistan Union Section					1	
2804	SSD	Cashier	TED	Pakistan Union Section					1	
2805	SSD	Secretary	SSD	Pakistan Union Section					1	
2806	SSD	Secretary	TED	Pakistan Union Section					1	
2807	SSD	Teacher (secondary)	SSD	Pakistan Union Section	1					
2808	SSD	Teacher (secondary)	SSD	Pakistan Union Section	1					
2809	SSD	Teacher	TED	Pakistan Union Section	1					
2810	SSD	Teacher	TED	Pakistan Union Section	1					
2811	SPD	Undersecretary	GC	General Conference					1	
2812	SPD	Adm Assist, TRIPS	GC	General Conference					1	
2813	NAD	Secretary/Treasurer	TED	Egypt-Sudan Field					1	
2814	SAD	Professor, Old Testament	IAD	Antillean Adventist University	1					
2815	SAD	Professor, School of Education	IAD	Linda Vista University	1					
2816	NAD	Principal, Guam Adventist Academy	SSD	Guam Adventist Academy	1					
2817	NAD	President	ECD	The University of Arusha	1					
2818	NAD	President	NAD	Guam-Micronesia Mission					1	
2819	NAD	President	SSD	Guam-Micronesia Mission					1	
2820	SAD	Pastor (Portuguese)	SPD	Greater Sydney Conference				1		
2821	NAD	Medical Director/Physician/Surgeon	IAD	Antillean Adventist Hospital		1				
2822	SPD	President	SSD	Southeast Asia Union Mission					1	
2823	NSD	ADRA Associate Country Director	SUD	ADRA-India						1
2824	NAD	Personal Assistant (Adm Office Secy level)	GMEU	Greater Middle East Union Mission					1	
2825	NAD	Secretary-Treasurer	TED	Greater Middle East Union Mission					1	
2826	NAD	President	TED	Greater Middle East Union Mission					1	
2827	NAD	Finance Director	TED	Greater Equatorial Field					1	
2828	NAD	President/Liason for PARL & Communication	GMEU	Greater Middle East Union Mission					1	
2829	EUD	Theology Professor	IAD	Dominican Adventist Univ	1					
2830	EUD	Theology Teacher	IAD	Haitian Adventist College	1					
2831	EUD	Theology Professor	SAD	LATS-Peru, Peruvian Un Univ	1					

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2832	SAD	Professor	AIIAS	Adv Int Inst of Advanced St	1					
2833	EUD	Theology Professor	IAD	Dominican Adventist Univ	1					
2834	EUD	Associate Professor	IAD	Haitian Adventist University	1					
2835	EUD	Assistant Professor, Theology	SAD	LATS-Peru, Peruvian Un Univ	1					
2836	TED	GC Director of Archives	GC	General Conference					1	
2837	NAD	Dentist	IAD	St Vincent Primary Health-Care and Dental Clinic		1				
2838	NAD	Dentist	SSD	Adv Dental Clinic, Dhaka		1				
2839	NAD	Health and Temperance Director	SSD	Bangladesh Union Mission					1	
2840	SPD	Administrative Assistant	TED	ADRA-Sudan South						1
2841	SPD	Senior Grant Administrator	GC	ADRA International (GC)						1
2842	SPD	Country Director, ADRA	TED	ADRA-Sudan South						1
2843	NAD	Dean, Clq of Business & Information Sc	IAD	Northern Caribbean University	1					
2844	SUD	Associate Professor	SSD	Bangladesh Adventist Sem. & College	1					
2845	SUD	Dean of Academic Affairs	SSD	Bangladesh Adv. Seminary & College	1					
2846	NAD	Accountant	NSD	Mongolia Mission Field					1	
2847	NAD	Home School Teacher	NSD	Mongolia Mission Field	1					
2848	NAD	Accountant	NSD	Mongolia Mission Field					1	
2849	NAD	Pastor-Administrator	NSD	Mongolia Mission Field				1		
2850	NAD	Pastor, Palau SDA Church	NAD	Guam-Micronesia Mission				1		
2851	NAD	Pastor, Palau SDA Church	NAD	Guam-Micronesia Mission				1		
2852	NAD	Dentist	ESD	Adv Health Ctr, Moscow		1				
2853	NAD	Dentist	SSD	Guam SDA Clinic		1				
2854	NAD	Home School Teacher	EAD	Bugema University	1					
2855	NAD	Religion Lecturer	EAD	Bugema University	1					
2856	NAD	Treasurer	NSD	Northern Asia-Pacific Division					1	
2857	NAD	Administrative Office Secretary	NSD	Northern Asia-Pacific Division					1	
2858	NAD	Controller	SSD	Guam SDA Clinic		1				
2859	NAD	Nurse Practitioner	SSD	Guam SDA Clinic		1				
2860	ECD	Adventist Secondary School Teacher	WAD	Chad Mission	1					
2861	NAD	Department of Education Director	NSD	Northern Asia-Pacific Division					1	
2862	NAD	Office Secretary	NSD	Northern Asia-Pacific Division					1	
2863	NAD	Medical Records Secretary	NSD	Tokyo Adventist Hospital		1				
2864	NAD	Physical Therapist	NSD	Tokyo Adventist Hospital		1				
2865	SSD	Physician/Internist	SID	Yuka Adventist Hospital		1				
2866	SSD	Maintenance Director	SID	Yuka Adventist Hospital		1				
2867	SPD	Assistant Professor & HR Dir (50% ea)	SSD	Asia-Pacific Int. University	1					
2868	SPD	Provost/VP of Academic Affairs	SSD	Asia-Pacific Int. University	1					
2869	SSD	Head Nurse	ECD	Ishaka Adventist Hospital		1				
2870	SSD	Home School Teacher	EAD	Ishaka Adventist Hospital		1				
2871	SSD	Head Nurse - Surgery	EAD	Ishaka Adventist Hospital		1				
2872	SSD	Nurse	EAD	Ishaka Adventist Hospital		1				
2873	SSD	Staff Physician	ECD	Ishaka Adventist Hospital		1				
2874	SSD	Staff Physician	EAD	Ishaka Adventist Hospital		1				
2875	SAD	Assoc Dept Director	NAD	Adventist Media Productions					1	
2876	NAD	President	IAD	University of the Southern Caribbean	1					
2877	EUD	ARM Field Representative for TED	TED	Adventist Risk Management-TED					1	
2878	NAD	Physician/Professor	SUD	Christian Medical College	1					
2879	TED	Prof of Theology	GC	Andrews University	1					
2880	EUD	Senior Director for Emergency Management	GC	ADRA International (GC)						1
2881	EUD	ADRA Country Director	AID	ADRA-Guinea-Conakry						1
2882	EUD	Associate Director of Finance	SSD	ADRA-Asia Regional Office, Thailand						1
2883	EUD	ADRA Associate Dir. for Program & Planning	SSD	ADRA-Asia Regional Office, Thailand						1
2884	EUD	ADRA Administrative Assistant	SSD	ADRA-Asia Regional Office, Thailand						1
2885	SAU	Associate Treasurer	TED	Trans-European Division					1	
2886	SAU	Office Secretary	TED	Trans-European Division					1	
2887	NAD	Dental Lab Technician	SSD	Saipan Adventist Clinic		1				
2888	NAD	Maintenance Employee	SSD	Saipan Adventist Clinic		1				
2889	NAD	President	IAD	University of the Southern Caribbean	1					
2890	NAD	ADRA Director	AID	ADRA-South Congo						1
2891	NAD	Admin Assist in Finance	EUD	ADRA-Mozambique						1
2892	NAD	Financial Director, ADRA	EUD	ADRA-Mozambique						1
2893	SAD	Pastor/Evangelist (Portuguese)	SID	Transvaal Conference				1		
2894	SAD	Pastor/Evangelist (Portuguese)	SAU	Transvaal Conference				1		

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2895	NAD	IT Dir., Computer Svc/Assoc Dir Commun.	ESD	Euro-Asia Division					1	
2896	NAD	Administrative Office Secretary	ESD	Euro-Asia Division					1	
2897	NAD	Physician/OB/GYN	NSD	Adv Medical Center, Okinawa		1				
2898	IAD	Administrative Office Secretary	NAD	New Jersey Conference					1	
2899	IAD	Treasurer	NAD	New Jersey Conference					1	
2900	SAD	Dir., Development & Strategic Planning	IAD	Central American Adv Univ	1					
2901	SAD	Office Secretary	GC	Adventist Risk Management					1	
2902	NAD	Asst Treasurer for Finance	ESD	Euro-Asia Division					1	
2903	SAD	Associate Secretary	GC	General Conference					1	
2904	NAD	VP for Institutions & Education	ESD	Euro-Asia Division					1	
2905	NAD	Chief Accountant	SSD	Guam SDA Clinic		1				
2906	NAD	Chief Engineer	SSD	Unknown					1	
2907	NAD	Dept Director, Adventist Mission	SSD	Southern Asia-Pacific Division					1	
2908	NAD	Bangkok/Church Planting Coordinator	SSD	Thailand Mission, Bangkok				1		
2909	NAD	BoysDean/English Teacher	ECD	Maxwell Adventist Academy	1					
2910	NAD	Registrar/Teacher	ECD	Maxwell Adventist Academy	1					
2911	NAD	BoysDean/Bus Teacher	EAD	Maxwell Adventist Academy	1					
2912	NAD	Principal/Bus. Manag/Teacher	ECD	Maxwell Adventist Academy	1					
2913	NAD	Math Teacher	ECD	Maxwell Adventist Academy	1					
2914	NAD	Elementary School Teacher	EAD	Maxwell Adventist Academy	1					
2915	SAD	Music Department Chair & Library Chair	IAD	Dominican Adventist Univ	1					
2916	NAD	Health Educator/Office Coordinator	SSD	Guam SDA Clinic		1				
2917	NAD	Health Educator	SSD	Guam SDA Clinic		1				
2918	NAD	Physician/OB/GYN	SSD	Guam SDA Clinic		1				
2919	SAD	ADRA Country Director	ECD	North East Congo Attached Territory						1
2920	SAD	ADRA Assoc Dir (Costa Rica)	IAD	Inter-American Division						1
2921	TED	Associate Professor	IAD	Montemorelos University	1					
2922	SAD	Director	GC	General Conference					1	
2923	IAD	ADRA Country Director	ECD	ADRA-Kenya						1
2924	TED	Secretary-Treasurer	TED	Greater Middle East Union Mission					1	
2925	NAD	Dentist	SSD	Guam SDA Clinic		1				
2926	SAD	Home School Teacher	ESD	Azerbaijan Mission	1					
2927	EUD	Human Resource Officer, ADRA Myanmar	SSD	ADRA-Myanmar						1
2928	EUD	Associate ADRA Country Director	SSD	ADRA-Myanmar						1
2929	NAD	Dentist / Director	SSD	Guam SDA Clinic		1				
2930	NAD	Physical Therapist	SSD	Guam SDA Clinic		1				
2931	TED	English Teacher/Instructor	AIIAS	Adv Int Inst of Advanced St	1					
2932	TED	Senior Church Pastor	SPD	Greater Sydney Conference				1		
2933	SAD	Dean, Faculty of Education	AID	Adventist Univ. of Central Africa	1					
2934	SAD	Editor	GC	Andrews University			1			
2935	NAD	Professor	SAD	River Plate Adventist University	1					
2936	NAD	Prof/Dir, Recruitment	AIIAS	Adv Int Inst of Advanced St	1					
2937	NAD	Teacher, Humanities Department	SAD	River Plate Adventist University	1					
2938	NAD	Professor/Ch, Educ Dept	AIIAS	Adv Int Inst of Advanced St	1					
2939	SAD	Office Secretary	AID	Adventist Univ. of Central Africa	1					
2940	SAD	Seminary Dean	GC	Andrews University	1					
2941	NAD	Accountant II	AIIAS	Adv Int Inst of Advanced St	1					
2942	NAD	Associate Professor	AIIAS	Adv Int Inst of Advanced St	1					
2943	NAD	Professor, Theology Department	IAD	Montemorelos University	1					
2944	NAD	Music Professor	IAD	Montemorelos University	1					
2945	SAD	Dentist	AID	Ouagadougou Dental Clinic		1				
2946	ECD	Professor	SID	Helderberg College	1					
2947	EAD	Professor, Business Administration	SAU	Helderberg College	1					
2948	EUD	Assistant Dept Dir./SS & PM	ESD	Euro-Asia Division					1	
2949	EUD	Program Development Coordinator	SSD	ADRA-Myanmar						1
2950	EUD	Administrative Assistant	ESD	Euro-Asia Division					1	
2951	EUD	ADRA Country Director	EUD	ADRA-Afghanistan						1
2952	EUD	ADRA Country Director	NSD	ADRA- Dem. Peoples Rep. of Korea						1
2953	EUD	ADRA Country Director	SSD	ADRA-Myanmar						1
2954	NAD	Prof of Theol Studies/Librarian	ESD	Zaoksky Adventist University	1					
2955	NAD	Professor	AIIAS	Adv Int Inst of Advanced St	1					
2956	NAD	Public Rel. & Fund Raising Officer/Assist. Prof.	AIIAS	Adv Int Inst of Advanced St	1					
2957	NAD	Fund raising & Dev Office/Assistant Professor	AIIAS	Adv Int Inst of Advanced St	1					
2958	SAD	Financial Dept Director	ESD	Southern Union Conf. Junior College	1					

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
2959	SAD	ADRA Title II Project Director	ECD	ADRA-Rwanda						1
2960	SPD	Assoc Prof, Christian Ministry & Dir, Youth Min	GC	Andrews University	1					
2961	NAD	Departmental Director	SSD	Southeast Asia Union Mission					1	
2962	NAD	Min Association Secretary	SSD	Southeast Asia Union Mission					1	
2963	NAD	Physician/Family Practice	EAD	Gimble Hospital		1				
2964	NAD	Physician	SSD	Bangkok Adventist Hospital		1				
2965	NAD	Physician/Family Practice	SSD	Guam SDA Clinic		1				
2966	NAD	Home School Teacher	EAD	Gimble Hospital	1					
2967	NAD	Home School Teacher	SSD	Bangkok Adventist Hospital	1					
2968	NAD	Dentist (DMA)	NAD	Guam SDA Clinic		1				
2969	NAD	Dentist	SSD	Guam SDA Clinic		1				
2970	NAD	Dentist	SSD	Guam SDA Clinic		1				
2971	NAD	President	SUD	Southern Asia Division					1	
2972	NAD	Associate Secretary	SUD	Southern Asia Division					1	
2973	NAD	Elementary Teacher	SSD	AIAS - Junior Academy	1					
2974	NAD	Assistant Professor	SSD	Mountain View College	1					
2975	NAD	Development/Bus Consultant	SSD	Mountain View College	1					
2976	NAD	Vice President of Finance	AIAS	Adv Int Inst of Advanced St	1					
2977	SID	Assistant Director, Hancock Center	NAD	La Sierra University	1					
2978	SSD	ADRA Accountant	SUD	ADRA-Nepal						1
2979	SID	Professor	NAD	La Sierra University	1					
2980	SPD	Vice President for Programs	GC	ADRA International (GC)						1
2981	SPD	ADRA Country Director	SUD	ADRA-Nepal						1
2982	SPD	ADRA Associate Country Director	SSD	ADRA-Laos						1
2983	NAD	President AHS-Asia	SSD	Southern Asia-Pacific Division					1	
2984	NAD	Administrator	SSD	Guam SDA Clinic		1				
2985	NAD	Physician/Surgeon	SUD	Scheer Memorial Hospital		1				
2986	NAD	Nurse	SID	Maluti Adventist Hospital		1				
2987	NAD	Nurse	SAU	Maluti Adventist Hospital		1				
2988	NAD	Ophthalmologist	SID	Maluti Adventist Hospital		1				
2989	NAD	Ophthalmologist	SAU	Maluti Adventist Hospital		1				
2990	NAD	Assoc Extension Sec of the Chile Adv Univ (Falkland Is)	SAD	Chile Adventist University	1					
2991	NAD	Teacher/Pathfinder Club Dir (Falkland Is)	SAD	Chile Adventist College	1					
2992	NAD	Associate Chief Engineer	SSD	AWR-Guam					1	
2993	NAD	Physician Assistant	SSD	Guam SDA Clinic		1				
2994	NAD	Junior Academy Music Teacher	AIAS	AIAS - Junior Academy	1					
2995	NAD	Teacher, English Center	AIAS	AIAS - Junior Academy	1					
2996	NAD	Prof. Ch. Theol. /Historical Studies	AIAS	Adv Int Inst of Advanced St	1					
2997	NAD	Elementary Teacher	EAD	Malawi Union Mission	1					
2998	NAD	Elementary Teacher	SID	Malawi Union Mission	1					
2999	NAD	Physician/Ophthalmologist	SSD	Guam SDA Clinic		1				
3000	NAD	Physician/OB/GYN	IAD	Davis Mem Clinic & Hospital		1				
3001	NAD	Home School Teacher	SSD	Thailand Mission, Bangkok	1					
3002	NAD	Dir, Ctrr for East Asian Relig. and Traditions	SSD	Southern Asia-Pacific Division					1	
3003	AID	Ophthalmologist	EAD	Lusaka Adventist Clinic		1				
3004	WAD	Ophthalmologist	SID	Lusaka Adventist Clinic		1				
3005	AID	Lab Technician	EAD	Gimble Hospital		1				
3006	NAD	English Teacher	SAD	ADRA-Peru	1					
3007	NAD	Associate Director, ADRA	SAD	ADRA-Peru						1
3008	NAD	Orthodontist	EAD	SDA Orthodontic Svcs Harare		1				
3009	NAD	Orthodontist	SID	SDA Orthodontic Svcs Harare		1				
3010	NAD	Health Educator	EAD	SDA Orthodontic Svcs Harare		1				
3011	NAD	Health Educator	SID	SDA Orthodontic Svcs Harare		1				
3012	NAD	Dentist	IAD	Community Hospital of SDA		1				
3013	NAD	Church Pastor/Music Teacher	EAD	Maxwell Adventist Academy					1	
3014	NAD	Music Professor	IAD	Colombia Adventist Univ	1					
3015	NAD	Receptionist/Guest Room Coordinator	NSD	Hongkong Adventist Hospital		1				
3016	NAD	Girls Dean	EAD	Maxwell Adventist Academy	1					
3017	NAD	Lead Chaplain	NSD	Hongkong Adventist Hospital					1	
3018	TED	ADRA Country Director	TED	ADRA-Pakistan						1
3019	TED	Office Secretary	TED	Pakistan Union Section					1	
3020	SPD	Professor, Southwestern AU	NAD	Southwestern Adventist Univ.	1					
3021	NAD	Staff Auditor	ESD	Euro-Asia Division					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
3022	NAD	Dir, Translation Ctr	SSD	Southeast Asia Union Mission					1	
3023	NAD	Principal	SSD	Lakpahana Adv Col & Sem	1					
3024	NAD	Physician/Chief Medical Officer	IAD	Davis Mem Clinic & Hospital		1				
3025	NAD	Academy Teacher	SSD	Lakpahana Adv Col & Sem	1					
3026	NAD	Academy Teacher	SSD	Lakpahana Adv Col & Sem	1					
3027	NAD	Producer, English Language Programs	TED	AWR-Europe					1	
3028	NAD	Nutrition Survey Coordinator, ADRA	TED	ADRA-Sudan South						1
3029	NAD	Dentist	SSD	Guam SDA Clinic		1				
3030	TED	Education and Communications Coordinator	GC	General Conference					1	
3031	TED	Pollywog Mgr/Home Sch Tchr/Shep	SSD	Bangladesh Union Mission					1	
3032	TED	Associate Secretary of GC	GC	General Conference					1	
3033	TED	President	SSD	Bangladesh Union Mission					1	
3034	NAD	Vice President of Finance	SSD	Bangkok Adventist Hospital		1				
3035	NAD	Guestroom Coord	SSD	Bangkok Adventist Hospital		1				
3036	SAD	Pastor	EUD	North German Union Conference				1		
3037	SAD	Pastor	EUD	North German Union Conference				1		
3038	NAD	Dentist	EAD	Adv Dent Pract, Zimbabwe		1				
3039	NAD	Dentist	EAD	Adv Dent Pract, Zimbabwe		1				
3040	NSD	Chairman, Natural Sciences	IAD	Univ. of the Southern Caribbean	1					
3041	NAD	Youth Department Director	NSD	Northern Asia-Pacific Division					1	
3042	NAD	ChMin/FamMin/Womens Min Dep Dir	NSD	Northern Asia-Pacific Division					1	
3043	NAD	Global Mission	NSD	Unknown				1		
3044	NAD	Dir, Global Chinese Ministry Networking	NSD	Chinese Union Mission				1		
3045	SSD	Assistant to the President	NSD	Chinese Union Mission					1	
3046	NAD	Assistant Professor	ECD	Univ. of Eastern Africa Baraton	1					
3047	NAD	Associate Professor	SPD	Pacific Adventist University	1					
3048	NAD	Associate Professor	SPD	Pacific Adventist University	1					
3049	NAD	Administrative Office Secretary	SSD	Guam SDA Clinic		1				
3050	NAD	Physician/Ophthalmologist /Eye Cln Director	SSD	Guam SDA Clinic		1				
3051	SID	ADRA Country Director	SSD	ADRA-Sri Lanka						1
3052	NAD	ADRA Office Secretary	SSD	ADRA-Vietnam						1
3053	NAD	Country Director, ADRA	SSD	ADRA-Vietnam						1
3054	NAD	Treasurer	TED	Pakistan Union Section					1	
3055	SID	Office Secretary	SSD	ADRA-Sri Lanka						1
3056	NAD	Administrative Secretary	TED	Pakistan Union Section					1	
3057	NAD	Physician/Surgeon	ECD	Kigali Adventist Polyclinic		1				
3058	TED	Professor	NAD	Loma Linda University	1					
3059	SSD	Treasurer	ECD	Greater Upper Nile Field					1	
3060	TED	Treasurer	TED	Sudan Field					1	
3061	NAD	Principal	SSD	Palau Mission Academy	1					
3062	SSD	Chair, Dept of Music	ECD	Univ. of Eastern Africa Baraton	1					
3063	NAD	Ophthalmologist/ Administrator	SID	Lusaka Eye Hospital		1				
3064	NAD	Dentist/Orthodontist/Administrator	SID	Lusaka Adventist Dental Services		1				
3065	NAD	Dental Technician	ESD	Adv Health Ctr, Moscow		1				
3066	NAD	Dental Technician	ESD	Adv Health Ctr, Moscow		1				
3067	NAD	Dental Technician	ESD	Adv Health Ctr, Moscow		1				
3068	NAD	Dentist	IAD	St Vincent Primary Health-Care and Dental Clinic		1				
3069	SPD	Administrative Assistant	GC	ADRA International (GC)						1
3070	SPD	Volunteer Coordinator	SSD	Thailand Mission, Bangkok					1	
3071	SPD	Admin Office Secretary & Vol Coord	SSD	Thailand Mission, Bangkok					1	
3072	SPD	ADRA Reg Office - Administrative Assistant	SSD	ADRA-Asia Regional Office, Thailand						1
3073	SPD	Director of Recruitment	GC	ADRA International (GC)						1
3074	SPD	ADRA Country Director	SSD	ADRA-Thailand						1
3075	NAD	Dental Hygienist	SSD	Guam SDA Clinic		1				
3076	NAD	Elementary Teacher	SSD	Guam Adventist Academy	1					
3077	NAD	Principal	SSD	Guam Adventist Academy	1					
3078	NAD	Preventive Care Specialist	SSD	Guam SDA Clinic		1				
3079	GMEU	Church Coordinator	EUD	Iran Field				1		
3080	NAD	Dep Dir, SS/PM: Publ. Ev: Prayer Coord.	GMEU	Greater Middle East Union Mission					1	
3081	SSD	Librarian	SID	Adv U-Zurcher Campus, Madagascar	1					
3082	SSD	Librarian	SID	Adv U-Zurcher Campus, Madagascar	1					
3083	SSD	Assoc. Prof. , Computer Science Dept Head	SID	Adv U-Zurcher Campus, Madagascar	1					
3084	TED	Pub. Dir/ Womens Ministries	TED	Egypt-Sudan Field					1	

Line No.	Base Div	Assignment Title	Host Div	Host Institution	Edu	Med	Publ.	P/Ev	Other (M)	ADRA
3085	TED	President	TED	Egypt-Sudan Field					1	
3086	IAD	Assistant Dean of Women	SAD	Chile Adventist University	1					
3087	IAD	Library Clerk	AIIAS	Adv Int Inst of Advanced St	1					
3088	NAD	Faculty, Theological Historical Studies	AIIAS	Adv Int Inst of Advanced St	1					
3089	NAD	Assistant Professor	AIIAS	Adv Int Inst of Advanced St	1					
3090	SAD	President	WAD	Guinea-Bissau Mission					1	
3091	SAD	Office Secretary	WAD	Guinea-Bissau Mission					1	
3092	NAD	Director for India Child Care Office	SUD	Southern Asia Division					1	
3093	SAD	Director	IAD	IAD Food Company / Health Food Company, Miami					1	
3094	SAD	Junior Accountant	IAD	Inter-American Division					1	
3095	SSD	ADRA Country Director	TED	ADRA-Pakistan						1
3096	EAD	Supervisor, Food Services	SPD	Pacific Adventist University	1					
3097	EAD	Information Technology Supervisor	SPD	Pacific Adventist University	1					
3098	EAD	Library Assistant	AIIAS	Adv Int Inst of Advanced St	1					
3099	EAD	Library Assistant (as of 6/1/2000)	AIIAS	Adv Int Inst of Advanced St	1					
3100	EAD	Assist Prof, Missions Department	AIIAS	Adv Int Inst of Advanced St	1					
3101	SSD	Construction and Plant Manager	ECD	East-Central Africa Division					1	
TOTALS					1063	629	28	142	855	376
%					34.3	20.3	0.9	4.6	27.6	12.1

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