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ABSTRACT

AN ANALYSIS AND ROLE DESCRIPTION OF THE SEVENTH-DAY ADVENTIST
CONFERENCE MINISTERIAL SECRETARY
IN NORTH AMERICA

by

William Hinton McVay

Chairperson: Steven P. Vitrano

ABSTRACT OF GRADUATE STUDENT RESEARCH

Project

Andrews University

Seventh-day Adventist Theological Seminary

Title: AN ANALYSIS AND ROLE DESCRIPTION OF THE SEVENTH-DAY
ADVENTIST CONFERENCE MINISTERIAL SECRETARY IN NORTH AMERICA

Name of Researcher: William Hinton McVay

Name and title of faculty adviser: Steven P. Vitrano, Ph.D.

Date completed: August, 1978

Problem

Although the local conference ministerial association secretary of the Seventh-day Adventist Church in North America has been designated as the "pastor's pastor," relatively little study has been given to the meaning and job description implied by this title.

The goal of this study, therefore, was to discover from a broad sampling of ministers, ministerial association secretaries, and conference presidents their perceptions concerning the role of this office, and to compile from this and related data a role description for the office of conference ministerial association secretary in North America.

Method

Informal and formal interviews with 93 ministers, some of whom were ministerial secretaries and conference presidents, produced the content of a questionnaire dealing with the role of the conference ministerial association secretary in North America. This questionnaire was sent to a random sampling of 326 ministers, all conference ministerial association secretaries, and all conference presidents in the North American Division of Seventh-day Adventists.

In addition to the above, the writer corresponded with other denominations and searched the Scriptures seeking data and principles relative to a ministry-to-ministers.

Results

The respondents perceived the ministerial association secretary as of equal or greater importance than the secretaries of the departments of the conference such as "Lay Activities" or "Sabbath School." They further perceived the need for a ministerial association secretary who would share with them on a personal level not only the needed skills of ministry but "personal encouragement" as well. They reacted negatively to the ministerial association secretary as "administrator" and positively to those categories which saw him as a "pastor's pastor" to the Seventh-day Adventist ministry.

Conclusions

It was concluded that a ministerial association secretary functioning as a "ministry-to-ministers" is needed at the local conference level.

On the basis of these findings and related research, a role description for the conference ministerial association secretary in North America was developed.

Andrews University
Seventh-day Adventist Theological Seminary

AN ANALYSIS AND ROLE DESCRIPTION OF THE SEVENTH-DAY ADVENTIST
CONFERENCE MINISTERIAL SECRETARY
IN NORTH AMERICA

A Project Report
Presented in Partial Fulfillment
of the Requirements for the Degree
Doctor of Ministry

by

William Hinton McVay

August 1978

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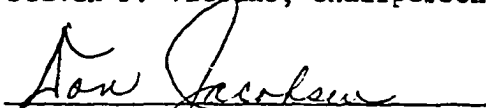
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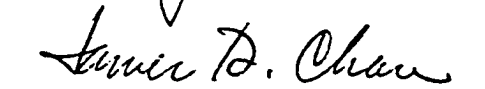
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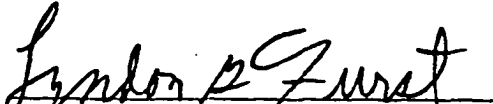
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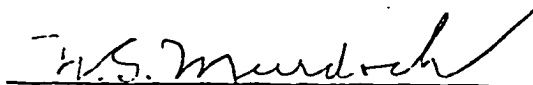

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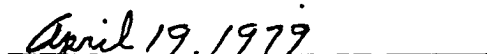

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TABLE OF CONTENTS

LIST OF TABLES	viii
ACKNOWLEDGMENTS	ix
Chapter	
I. INTRODUCTION	1
History of the Ministerial Association	1
Statement of the Problem	2
Purpose of the Project	3
Hypothesis	3
Definition of Terms	4
Expected Outcome of the Project	5
Description of the Population	6
Data Collection Procedures Used	6
Procedures for the Analysis of the Data	13
Organization of the Study	14
II. RESULTS OF THE QUESTIONNAIRE	16
Presentation of Data	16
Importance of the Office of Ministerial Secretary	17
Needs of the Seventh-day Adventist Ministry	20
Meeting the Needs of the Seventh-day Adventist Ministry	25
Compatibility with Conference Offices	35
Possible Reasons Why a Minister Might Not Seek Counsel with the Conference Ministerial Association Secretary	39
Areas of Improvement Needed	42
Summary	45
III. BIBLICAL BASIS FOR A MINISTRY-TO-MINISTERS	48
Jesus as Minister-to-Ministers	48
Spiritual teaching	48
Action-Reflection	49
Charge	49
Parables	50
Visible illustrations	51

Paul as Minister-to-Ministers	51
Discipleship	51
Verbal instruction	52
Written correspondence	52
Actual experience	53
Barnabas as Minister-to-Ministers	54
A Leadership of Necessity	54
IV. NORTH AMERICAN DENOMINATIONS AND HOW THEY MINISTER TO THEIR MINISTRY	59
American Baptist Churches USA	60
Baptist General Conference	61
Southern Baptist Convention	62
Christian Church	62
Free Methodist	63
American Lutheran Church	63
The Lutheran Church - Missouri Synod	64
Reformed Church in America	64
The United Church of Canada	66
United Methodist Church	66
The United Presbyterian Church in the USA	67
V. A SUGGESTED ROLE DESCRIPTION, CONCLUSIONS, AND RECOMMENDATIONS	68
Basic Function	68
Constituency	69
Qualifications	69
Description of Duties	71
Facilitate	71
Communicate	72
Counsel	74
Educate	75
Model	76
Relationships	77
Conclusions and Recommendations	78
APPENDIX A. Formal interviews used to inform and validate the questionnaire	81
APPENDIX B. Questionnaire sent to potential respondents	108
APPENDIX C. Letter sent to potential respondents with questionnaire	111
APPENDIX D. First reminder sent to remaining potential respondents	113
APPENDIX E. Second reminder sent to remaining potential respondents	115

APPENDIX F. General Conference Role Description for Ministerial Association	117
SELECTED BIBLIOGRAPHY	130
VITA	132

LIST OF TABLES

1. Analysis of Replies Received to the Questionnaire	12
2. Mean Responses to Section I of the Questionnaire	19
3. Mean Responses to Section II of the Questionnaire and Median Test Scores	22
4. Mean Responses to Section III of the Questionnaire and Median Test Scores	30
5. Mean Responses to Section IV of the Questionnaire and Median Test Scores	38
6. Mean Responses to Section V of the Questionnaire and Median Test Scores	41

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The author wishes to express his sincere appreciation to the administration of the Upper Columbia and Southeastern California Conferences of Seventh-day Adventists for their encouragement and general support which have made possible this project.

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Finally, the author's sincere gratitude is expressed to his D.Min. Project Committee: Steven Vitrano (Chairperson), Lyndon Furst, and Don Jacobsen, whose valuable assistance rendered this project a reality.

CHAPTER I

INTRODUCTION

History of the Ministerial Association

The formal response to the need for a ministry-to-ministers in the Seventh-day Adventist denomination began in May, 1922, with an action taken at the General Conference session to establish a "ministerial commission." A. G. Daniells, who had been president of the General Conference for the previous twenty-one years, was asked to head the new commission. The initial focus of his work was the conducting of ministerial institutes throughout the United States between 1923 and 1925. In 1926, the commission added L. E. Froom to its staff, and under his direction The Ministry magazine was launched in 1928.¹ On its first editorial board were A. G. Daniells, L. E. Froom, and Meade McGuire. Regular features of early issues included "Forward and Upward," "Quotable Quotations," "Delving Into the Word," and "The Minister's Books."²

As time went by Elder W.G.C. Murdoch was added to the committee of the ministerial association. He cites that at one of the early planning sessions of their committee, it was recommended that study be given to the appointment of a ministerial association

¹Don F. Neufeld, ed., The Seventh-day Adventist Encyclopedia, (Washington, D.C.: Review and Herald Publishing Association, 1976), s.v. "Ministerial Association."

²The Ministry, 1 (January-December 1928): 3.

secretary in every local conference.¹ Their recommendation, however, was not carried out until recent years when some of the conferences in North America began to appoint a ministerial association secretary as a part of the regular conference office staff. This officer usually carried additional responsibilities, such as Sabbath School or Home Missionary Secretary. As the year went by, however, the activities of the ministerial association on the local conference level were strengthened. By 1976, 30 out of the 60 conferences in North America listed an officer designated as "ministerial association secretary."

This project report is addressed to the work of the local conference ministerial association secretary in North America.

Statement of the Problem

A number of conferences in the North American Division of Seventh-day Adventists have in recent years provided a ministerial association secretary² at the local conference level. Thus, a significant study of this office and its role is valid at this time. Furthermore, the conference ministerial secretary is unique in that he is the only conference official who exists specifically to meet the needs of the professional clergy of the Seventh-day Adventist Church. It is felt that this uniqueness and the ensuing implications for the role of conference ministerial secretary in North America should be further explored.

¹Interview with W.G.C. Murdoch, Professor of Systematic Theology, Andrews University, August 6, 1978.

²Hereinafter referred to as "ministerial secretary" or "conference ministerial secretary."

The General Conference of Seventh-day Adventists, the Church's world organization, describes the function of the ministerial secretary as the "pastor's pastor." This description is deserving of further study for the purpose of specificity relative to the expected role of the local conference ministerial secretary in North America. Furthermore, since this office on the local conference level is relatively new in some areas, there appears to be less definitive literature, such as job descriptions or working policies, relative to the function of the office than that of other offices within the local conference structure. Hence, a project of this nature seems to be needed.

Purpose of the Project

The purpose of this project is to ascertain the role concepts, perceptions, and expectations of ministers, local conference ministerial secretaries, and local conference presidents in the Seventh-day Adventist Church regarding the various facets of the work of the local conference ministerial secretary. The data collected was then used, along with other sources, such as the Scriptures, written correspondence with other denominations, and the writings of Ellen C. White, to develop a role description for the office of local conference ministerial secretary.

Hypothesis

The writer hypothesizes that there is a difference of opinion among the Seventh-day Adventist ministry, conference ministerial secretaries, and conference presidents relative to the role of the conference ministerial secretary. The null of this hypothesis is

that there is no difference of opinion among the Seventh-day Adventist ministry, conference ministerial secretaries, and conference president relative to the role of the conference ministerial secretary.

Definition of Terms

1. North American Division. That region encompassing the entire territorial boundaries of the United States and Canada, and in Seventh-day Adventist denominational parlance, referring to the churches, departments, and ministries, and ministers of the church within that geographical area.

2. Conference. A conference is an organizational unit within the division consisting usually of a state or geographical area often referred to as "local conference."

3. Ministers. This term, as used in this project report, refers to all ministers in the North American Division of Seventh-day Adventists other than conference presidents and ministerial secretaries.

4. Ministerial Secretaries. This term refers to all local conference ministerial association secretaries in the North American Division of Seventh-day Adventists. This conference officer has been designated by the General Conference of Seventh-day Adventists as the "pastor's pastor."

5. Presidents. This term refers to the local conference presidents in the North American Division of Seventh-day Adventists.

6. Extension of the Median Test. The first of two tests administered to the data of this project. The purpose of this test

is to determine whether actual differences of opinion occur among the three groups of respondents or whether these apparent differences of opinion are based solely on a chance factor.¹

7. Median Test. The purpose of this test is to determine where actual differences of opinion exist between any two of the three groups of respondents. For example, once an actual difference of opinion is discovered using the extension of the median test, the "Median" reveals precisely which respondents differ and whether this difference is actual or based solely on a chance factor.²

Expected Outcome of the Project

It was expected that this project would focus on the needs of ministry with sufficient specificity to provide helpful information for developing programs of ministry-to-ministers at the local conference level. Further, it would provide suggestions based on standard research techniques concerning the role of the conference ministerial secretary. It is hoped that these suggestions will be helpful to local conferences who desire further role clarification for the office of ministerial secretary. It is also expected that this project will facilitate mutual understanding among the ministry, ministerial secretaries, and conference presidents in North America relative to the expected role of the conference ministerial association secretary in North America. Furthermore, it was anticipated that a role description for this office would emerge from the study.

¹Sidney Siegel, Nonparametric Statistics (New York: McGraw-Hill Book Company, 1956), p. 179.

²Ibid., p. 111.

Description of the Population

The total population to which this project is addressed includes ministers, conference ministerial secretaries, and conference presidents of the Seventh-day Adventist Church in North America.

At the beginning of this project, their total number was 3,912.¹ From this total number a target group of 420 was selected as follows:

1. Sixty conference presidents, or the total number in the North American Division of Seventh-day Adventists.²
2. Thirty-four ministerial secretaries, or the total number in the North American population.³
3. Three hundred twenty-six ministers, selected by standard techniques of random sampling.

Inasmuch as the study compares the responses of ministers, ministerial secretaries, and conference presidents, identical instruments for the collection of data were sent to all three groups.

Data Collection Procedures Employed

As a starting point for collecting of data, a letter was sent to N. R. Dower, General Conference Ministerial Association Secretary, requesting any available job descriptions or information concerning the role of the ministerial secretary. In response to this request,

¹Summary of Progress, Division of Archives and Statistics, General Conference of Seventh-day Adventists, Washington, D.C., fourth quarter, 1975, p. 5.

²Seventh-day Adventist Yearbook (Washington, D.C.: Review and Herald Pub. Assn., 1976).

³Ibid.

a seven-page information sheet was received.¹

Further data was gathered through informal interviews conducted with students, minister-in-residence, and visiting ministers on campus of Andrews University. From these informal interviews--sixty-eight in number--a prescribed set of six questions was constructed which were then tested for validity and relevance with several colleagues and faculty advisors.

These questions were then used in a series of formal, oral interviews to inform and validate the written questionnaire. These interviews, each lasting about one hour, covered the respondents' perceptions of the role of the conference ministerial secretary in North America.

It was also decided that these formal interviews should be spread geographically. Since the project would ultimately draw conclusions for all of North America, and since the study would cover the opinions of conference presidents, ministerial secretaries, and ministers, oral expression from each of the three groups should be sought. The formal interviews were given to fourteen ministers, seven ministerial secretaries, and four conference presidents, or a total of twenty-five.

From these interviews, five distinct categories of concern for the ministerial secretary emerged:

1. The importance of the work of the conference ministerial association secretary in relationship to departments of the conference, such as Lay Activities or Sabbath School.

¹See appendix.

2. The needs of the Seventh-day Adventist ministry which could potentially be met or assisted by the conference ministerial association secretary.

3. The relative value of various methods used for meeting the needs of the Seventh-day Adventist ministry.

4. The reasons why a Seventh-day Adventist minister may or may not be willing to counsel with his conference ministerial secretary.

5. The question of compatibility when the conference ministerial secretary holds a conference departmental office along with his responsibilities as ministerial secretary.

Since the five categories above repeatedly asserted themselves, the basic structure of the questionnaire became apparent.

The questionnaire was first constructed in skeletal form, checked with advisors, and administered to approximately fifteen colleagues to test clarity and comprehensiveness of questions and instructions. Further refinement was undertaken and a final form of the questionnaire was developed.

It was then recognized that of the three groups whose views are compared in this project, two of them (the conference presidents and ministerial secretaries) are relatively small in number, while the third group (the ministers) is a very large population. Thus it was decided that the ministerial secretaries and presidents would be polled en toto and that the ministers themselves be sampled by random selection.

An adequate sampling was seen to be 350 or .089 percent of

the population of 3,912.¹ Every effort would be made, of course, to effect the highest possible rate of return so that the results would be significant.

To secure a current list of presidents and ministerial secretaries, an interview was arranged with Elder Lowell Bock, President of the Lake Union Conference of Seventh-day Adventists. Elder Bock's knowledge of personnel in the North American Division was helpful and resulted in the formulation of the desired list.

The random selection of North American Seventh-day Adventist ministers proceeded as follows: a group of random numbers was selected in keeping with the principles of valid sampling. The Andrews University Computer Center provided these numbers--350 randomly selected numbers between one and 3,912.

Requests to Union and General Conference offices produced the suggestion that the best list available for this purpose was the conference-by-conference listing of ordained and licensed ministers in the Seventh-day Adventist Yearbook, 1976 edition. Thus began the process of counting through the Yearbook, selecting from the lists therein the names and addresses of the ministers whose names matched the pre-determined random numbers. For example, the random number list began with the number "35," so the names were counted until name number 35 on the conference-by-conference list was reached. The name was then entered with its address on a roster of survey recipients.

¹Robert V. Krejcie and Doyle Morgan, "Determining Sample Size for Research Activities," Educational and Psychological Measurement, 30 (Autumn, 1970): 607-610.

However, a complete polling of the local conference workers did not produce the desired 350 names, since the list of local conference workers in North America does not total 3,912.¹ Therefore, the count was continued through union conference ministers in North America, and finally through the roster of North American General Conference ministers, even then producing just 326 names, or twenty-four short of the 350 agreed-upon goal. It was felt, however, that since proper randomizing procedures had been employed, the 326 names would constitute an adequate sampling, provided a relatively large return was received.

As a result of the above procedures, three lists were secured: the current list of conference presidents, the current list of ministerial secretaries, and the randomized listing of ministers. Final preparation and printing of the questionnaire was then undertaken.

Since a maximum return of questionnaires was desirable, certain steps were taken to assure the largest possible number of respondents. These steps are as follows:

1. A self-addressed, stamped envelope was enclosed for return purposes.
2. A cover letter explaining the project was written to the conference presidents by Elder Richard Fearing, Upper Columbia Conference President.
3. A similar letter was written to the ministerial

¹The total number of all ministers in North America, 3,912, includes categories of ministers not included in the population designated as "ministers" in the project report.

secretaries by Elder Clarence Gruesbeck, Upper Columbia Conference Ministerial Association Secretary.

4. A cover letter to the ministers written by the author was attached to the questionnaire.

5. Each questionnaire was numbered for the purpose of recording its return.

6. The automated typing and processing equipment of the Upper Columbia Conference was utilized to produce individualized letters to each of the persons in the target group.¹

With these provisions made, the questionnaire was mailed to the potential respondents. From this initial mailing, 268 responses were received, or 64 percent of the possible respondents.

Three weeks after the initial mailing, a reminder card was sent to those who had not yet returned the survey. Following this first reminder, thirty-one responses arrived.

At this point, a number of letters were returned with the notation that the minister in question had moved and left no forwarding address. Thus, addresses were checked and revised, and the questionnaires sent again to the same parties.

Three weeks after the first reminder, or six weeks after the initial mailing, an identical questionnaire, cover letter and second, more urgent, reminder card was sent to those who had not yet responded. In the meantime, another group of questionnaires was returned by the post office due to lack of address. In each case, the conference office representing the worker's last address was

¹See appendix.

contacted for a current address. But after a lengthy search, the writer was unable to locate nine of the potential respondents. In addition to this, one conference president received two questionnaires, one addressed to him as president, and the other as minister. This reduced the number of potential respondents among the ministers by one more. Another man wrote indicating he was mistakenly listed in the Yearbook as a minister but was in reality associated with the Plant Service Department at Andrews University. This reduced the minister respondents still further. And yet another president returned his questionnaire stating he felt unqualified to comment concerning an office with which he had not had the "luxury" of being associated.

The rate of return, however, was seen as sufficient for validation of the study. The total questionnaires received by the cutoff date of March 1, 1977 are shown in table 1.

TABLE 1
ANALYSIS OF REPLIES RECEIVED
TO THE QUESTIONNAIRE

	Number Anticipated	Number Received	Percent Received
Presidents	60	46	78
Ministerial Secretaries	34	33	97
Ministers	326	252	80
Totals	420	331	81

Procedures for the Analysis of the Data

In preparation for analysis of the project data, criterion levels were determined. It was decided prior to sending out the questionnaire it would be necessary to set specific levels on a five-point scale to determine the importance of the responses. That is, a criterion level was established to determine at what point a given average of answers would be considered important or unimportant for this study. For example, under Section II of the questionnaire, where "The Needs of SDA Ministry" are considered, need number 5 suggests "help with getting decisions" as a potential need. In marking the questionnaire, the respondent is asked to indicate his opinion of the degree to which this area is important or unimportant on a scale of one to five, in which five represents "extremely important" and one represents "definitely not important." Thus, the degree of importance of a particular need is determined by the respondent.

It was further decided that any item with a mean response of 3.5 or higher would indicate a strong opinion level and thus be judged important for this study. A response of more than 2.0 but less than 3.5 would indicate a minimal level of importance for this study. A response below 2.0 would be judged as unimportant for this study.

The above analysis has indicated how each of the three responding groups view the role of the conference ministerial association secretary in North America. To determine if there was a significant difference of opinion between any two or among the three groups surveyed, the responses of the groups to the questionnaire were compared by use of the median test.

The "extension of the median" test "determines whether K independent groups (not necessarily of equal size), have been drawn from the same population or from populations with equal medians."¹

For this project the extension of the median test was used to determine whether there were significant differences of opinion among the responses of ministers, ministerial secretaries, and presidents.² The .05 level of significance was used. On any item where a significant difference of opinion was indicated, the median test was used to determine between which two groups the difference occurred. A significant difference would result in a rejection of the null hypothesis and indicate the differences in response to the questionnaire item was due to some factor other than chance.³

Organization of the Study

The first chapter has introduced the study by delineating the scope, purpose, need, hypothesis of the project, defining its terms. It has also presented the research procedures employed in the project, including the various methods undertaken to secure the needed data. Chapter II then presents the data itself by reporting the results of the six sections comprising the project questionnaire. The project report then turns to a discussion of the Biblical basis for the subject matter under consideration, and then follows with a discussion of the ministry-to-ministers of other denominations. The report closes by considering the conclusions of the project, coupled

¹Siegel, p. 179.

²Ibid., p. 111.

³Ibid.

with a proposed role description for the office of conference
ministerial secretary in North America.

CHAPTER II

RESULTS OF THE QUESTIONNAIRE

Presentation of Data

This chapter reports the perceptions of ministers, ministerial secretaries, and presidents as indicated by their response to the questionnaire, which was entitled, "The Role of the Conference Ministerial Secretary in North America." The areas with which the questionnaire deals are: (1) the relative importance of the work of the conference ministerial secretary; (2) the needs of the Seventh-day Adventist ministry; (3) the value of given methods for meeting the needs of ministers; (4) the degree of compatibility of various conference offices with ministerial secretaries; (5) possible reasons why a Seventh-day Adventist minister might be unwilling to seek counsel from his conference ministerial secretary; and (6) the respondent's perceptions of the one area in which the ministerial secretary needs to improve his service to the Seventh-day Adventist ministry. The data will be reported by indicating from each section the most important and least important responses of the three responding groups. Then the results of data testing procedures will be given, showing the mean responses for each group of respondents and the median test scores for each category.

Importance of the Office of Ministerial Secretary

Section I of the questionnaire was introduced as follows:

"Which of the following most closely describes your opinion of the relative importance of the work of the Conference Ministerial Secretary?"

Thirteen, or 5.57 percent of the responding ministers indicated their perception of the ministerial association secretary as "less important than other departments of the conference." Fifty-eight, or 24.89 percent of the ministers saw his work as "approximately equal in importance to other conference departments." Eighty-seven, or 39.33 percent perceived his work as "more important than some departments, less important than others." And seventy-five, or 32.18 percent viewed his work as "the most important department in the conference."

None of the responding ministerial secretaries perceived their office as "less important than other departments of the conference." Seven, or 23.33 percent perceived his work as "approximately equal in importance to other conference departments." Twelve, or 40.0 percent considered his work as "more important than some departments, less important than others." Nineteen, or 63.33 percent viewed his work as "the most important department in the conference." Three of the ministerial secretaries failed to respond to Section I of the questionnaire.

None of the responding presidents viewed the work of ministerial association secretary as "less important than other departments of the conference." Ten, or 22.22 percent considered his work as "approximately equal in importance to other conference

departments." Fifteen, or 33.33 percent perceived his work as "More important than some departments, less important than others." Twenty, or 44.44 percent saw his work as "the most important department in the conference." Two presidents failed to respond to Section I of the questionnaire. The data for this section are presented in table 2.

At the conclusion of Section I, several respondents wrote comments in support of the relative importance of the work of the ministerial secretary in relationship to conference departments.

Ministers commented:

It is not a question as to whether or not the Ministerial Association is more important than other departments, but is it in a position to offer an important service that no other departments are offering? The answer is yes!

Our conferences (administrators) have neglected the office of Ministerial Secretary far too long. In conferences where men have been appointed there seems to be no set job description and goals to achieve. Or because of sheer responsibilities he spreads himself too thin to accomplish the objectives.

Everything within the SDA denomination revolves around the pastor. Therefore, to meet his need is the most important function of the conference department.

Should be the key department--needs badly an improvement.

Ministerial secretaries commented:

It should not really be ranked as a department, but should encompass everything the pastor does, including all departments. I see it as being as a pastor's pastor.

Questions 1-4 are really an impossible choice. Even though I believe the Ministerial Secretary is very important or I would not be in that position, I do not believe we should even try to say it is more important than the other departments. Every department must unite to further the cause of God.

One president commented:

All departments are important, should not be evaluating one vs. another.

TABLE 2
 MEAN RESPONSES TO SECTION I OF THE QUESTIONNAIRE

Relative importance of the work of Conference Ministerial Secretary	Ministers (233)		Ministerial Secretaries (30)		Presidents (45)		Combined Response (308)	
	No.	%	No.	%	No.	%	No.	%
1. Less important than other departments of the conference.	13	5.57	--	--	--	--	13	4.22
2. Approximately equal in importance to other conference departments.	58	24.89	7	23.33	10	22.22	75	24.35
3. More important than some departments, less important than others.	87	39.33	12	40.0	15	33.33	106	34.41
4. The most important department in the conference.	75	32.18	19	63.33	20	44.44	114	37.01

Needs of the Seventh-day Adventist Ministry

Section II of the questionnaire was introduced as follows:

Listed here are the needs of the Seventh-day Adventist ministry which could potentially be met or assisted by the Conference Ministerial Association. On a scale of 1-5, indicate your opinion of their degree of importance. 1 to indicate that it is definitely not important and 5 to indicate that it is extremely important.

An average score of below 2.0 would indicate a lack of importance, according to the respondents. An average score, equal to or above 3.5, would indicate great importance, and an average score, between 2.0 and 3.5, would indicate minimal importance.

The ministers saw "personal encouragement" as their greatest area of need, giving it a score of 4.1591, closely followed by "assistance with public evangelism," which they scored 4.1429. They saw "achieving unity in the local congregation" as the area of least need among the eleven potential needs, scoring it at 2.9120.

None of the eleven potential areas of need listed received an average score below 2.0, which would indicate a lack of importance according to ministers. Eight scored equal to or above 3.5, which indicates great importance. Three scored between 2.0 and 3.5, which denotes minimal importance.

The ministerial secretaries saw "personal encouragement" as the minister's greatest area of need, giving it a score of 4.6667, closely followed by "help with getting decisions," which they scored 4.5455, and "assistance with public evangelism" which they scored 4.5152. They saw "achieving unity in the local congregation" as the area of least importance among the eleven potential needs, scoring it at 2.9120.

None of the eleven potential areas of need listed received an average score below 2.0, which would indicate a lack of importance as perceived by the ministerial secretaries. Ten scored equal to or above 3.5, which indicates great importance. Three scored between 2.0 and 3.5, which indicates minimal importance.

The conference presidents saw "assistance with personal evangelism" as the minister's greatest area of need, giving it a score of 4.5532, closely followed by "help with getting decisions," 4.5319, and "assistance with public evangelism," 4.5106. They saw achieving unity in the local congregation" as the area of least importance among the eleven potential needs, scoring it at 2.9120.

None of the eleven potential areas of need listed received an average score below 2.0, which would indicate a lack of importance as perceived by conference presidents. Nine scored equal to or above 3.5, indicating great importance. Two scored between 2.0 and 3.5, denoting minimal importance.

The responses of the three groups to the eleven items designated in Section II of the questionnaire as "needs of the ministry" were compared by use of the extension of the median test. In none of the cases was the score high enough to be statistically significant at the .05 level. Therefore, the null hypothesis was retained for this section of the questionnaire. The three groups--ministers, ministerial secretaries, and conference presidents--scored the needs of ministers in a similar manner. The data for this section are presented in table 3.

At the end of Section II of the questionnaire, respondent's comments were solicited regarding the needs of Seventh-day Adventist

TABLE 3
 MEAN RESPONSES TO SECTION I OF THE QUESTIONNAIRE
 AND MEDIAN TEST SCORES

Needs of SDA Ministry	Ministers	Ministerial Secretaries	Presidents	Median Test Score*
1. Personal problems	3.3534	3.8182	3.6222	4.113
2. Family problems	3.2369	3.5758	3.4667	2.475
3. Continuing education	3.8193	4.2121	3.8298	.487
4. Church administration expertise	3.6574	4.3030	3.9574	3.022
5. Help with getting decisions	3.9762	4.5455	4.5319	5.802
6. Assistance with personal evangelism	3.9405	4.2424	4.5532	3.257
7. Assistance with public evangelism	4.1429	4.5152	4.5106	.000
8. Help in bringing revival to pastor's congregation	3.6760	3.7879	3.9130	.227
9. Achieving unity in the local congregation	2.9120	3.2424	3.3478	5.780
10. Assistance with development and utilization of resource materials	3.7298	4.0000	4.0870	.738
11. Personal encouragement	4.1594	4.6667	4.3913	.000

*None of the median test scores for this section were below the .05 level of significance.

ministers. Representative of comments opposing the ministerial secretary's involvement with personal and family problems are the following:

I personally feel that this is an area where the minister needs to be able to take counsel and advice from his president and not a ministerial secretary.

It seems hardly appropriate for the ministerial secretary to become involved in family affairs of the ministers in the field. He is hardly in a position to offer counsel based on a sympathetic understanding of a personal situation. Experience has also indicated that it is difficult to be certain that one's personal problems will remain confidential when revealed to a conference officer.

A large number of the comments favored the ministerial secretary's involvements with the personal and family problems of ministry:

It seems that help for most of these areas can be gotten somewhere else, but where does the pastor with personal or family problems get help? There is a great deal of pain and energy being spent in coping with the personal side of ministers' lives. If they could be free from these burdens, they would be much more effective in their ministry.

It might appear from my evaluation of the place where the Ministerial Department should, in my opinion, place its emphasis that; either I need encouragement or have personal problems. This is not the case. I simply believe that at least one department should concern itself with the minister himself and his needs. It would appear that the Ministerial Department is in the best position to fill this job.

Especially family problems. Where does a wife go when she needs to talk to someone about the relationship she has with this leader of people who is supposed to do no ill to anyone? Everyone needs some help at times, to re-evaluate their marital and home problems.

Our training was so legalistic that it made us dishonest with ourselves and others. I do not believe that the ministerial secretary should necessarily be the counselor, but he should know where and develop good (Christ-centered and Righteousness-by-Faith) contacts to refer ministers to. The Conference ought to be willing to pay for transportation and counseling, just like the medical bills. Many problems are much deeper than most of our counselors are trained for,

there is a great need for qualified, experienced counselors for our workers.

Comments on questions 5-7, "Help with getting decisions"; "Assistance with personal evangelism"; and "Assistance with public evangelism," are typified in the following examples:

One pastor suggested:

I feel that help is needed most severely in help with getting decisions, how to conduct a Bible study, how to plan and hold meetings, etc. In my college training I received 18 credit hours of Greek, (which I don't use) and 2 class periods on visitations (which I need much more of).

A president suggested:

The greatest needs are those relative to soul-winning. The minister who brings people to Christ and can do it well and comfortably is a happy minister. In our schools I think too much emphasis has been placed on the administrative work of the minister. Actually, I find the minister can learn these roles rather easily if he knows how to work with people in gaining decisions and relating to them in a loving and natural way.

Another president wrote:

I know that we often hear that ministers have many personal problems, and I agree that they do. But I believe that most of these problems are solved when a minister is successful in his work and balances his leisure time with his work.

Under question 10, entitled, "Assistance with development and utilization of resource materials," one minister commented:

"This is precisely the job."

In addition to the above comments on specific questions, several comments dealt in general with the subject matter of Section

II. Ministerial secretaries commented:

Really the indications on the scale are insignificant in the respect that I believe the ministerial secretary should develop into a pastor to the pastor which would mean that he is available to counsel and help the pastor in any of his needs.

Many of our pastors, especially the younger men, are not prepared to direct a church when it is thrust upon them. The Ministerial Secretary must serve as their pastor in helping them to know how to cope with the many different things in his ministry.

Three ministers wrote as follows:

Indicated comments were based on the assumption that all responsibilities are affected by a minister's personal maturity and the practical level of his Christian experience. Our minister's greatest need is a vision of the sense of growth in personal Christian experience and effective Christian service.

I am really not interested in a conference man at the department level functioning as a "super pastor" to me. That's the president's job and he could do it if given the opportunity.

I feel very strongly that a good ministerial secretary could give help in these areas and help make the Adventist minister a better worker. This is very true for the young minister who comes from the Seminary and finds that the work in the field is not as he was trained.

Meeting the Needs of the Seventh-day Adventist Ministry

Section II of the questionnaire was introduced as follows:

Keeping in mind the above list of needs, indicate the value of the following methods for meeting the needs of ministers. 1 to indicate that the given method is definitely not effective and 5 to indicate that it is extremely effective.

The ministers saw "small group workshops for one dozen or fewer ministers" as the most effective method for meeting the needs of ministers, giving it a score of 4.0480, closely followed by "become acquainted with the ministers in their homes," which they scored 4.0440, and "conduct evangelistic meetings himself," which they scored 4.0280. They saw "assist the Conference President with administration" as the area of least effectiveness among the eighteen given methods, scoring it at 2.0837. None of the eighteen potential

methods for meeting the needs of the minister received an average score below 2.0, which would indicate a lack of importance as perceived by ministers. Eight scored equal to or above 3.5, which would indicate great importance. Ten scored between 2.0 and 3.5, which would indicate minimal importance.

The ministerial secretaries saw "become acquainted with the ministers in their homes" as the most effective method for meeting the needs of ministers, giving it a score of 4.6970. They saw "assist with achieving unity in the local congregation" as the area of least importance among the eighteen given methods, scoring it at 2.5480. None of the eighteen potential methods listed received an average score below 2.0, which would indicate a lack of importance as perceived by ministerial secretaries. Thirteen scored equal to or above 3.5, which would indicate great importance. Five scored between 2.0 and 3.5, which would indicate minimal importance.

The conference presidents saw "become acquainted with the ministers in their homes" as the most effective method for meeting the needs of ministers, giving it a score of 4.4130, closely followed by "keep in touch with ministers by letter or phone," which they scored 4.3478, "conduct evangelistic meetings himself," 4.261, and "assist ministers in the field--visitation, etc.," 4.3043. They saw "assist the Conference President with administration" as the area of least effectiveness among the eighteen given methods, scoring it at 2.2826. None of the eighteen potential methods listed received an average score below 2.0, which would indicate a lack of importance as perceived by conference presidents. Thirteen scored equal to or above

3.5, indicating great importance. Five scored between 2.0 and 3.5, denoting minimal importance.

The responses of the three groups to the eighteen items designated in Section III of the questionnaire as "Methods for meeting the needs of ministry" were compared by the use of the extension of the median test. In three cases the score was high enough to be statistically significant at the .05 level of significance. They are as follows:

1. Question #1: "Assist the ministers in the field--visitation, etc."
2. Question #8: "Assist the conference president in administration."
3. Question #18: "Promote conference programs to ministry."

Thus, the three groups of respondents scored a statistically significant difference of opinion in the above areas. Remaining, however, was the task of ascertaining where the difference of opinions existed. Question #1, "Assist ministers in the field--visitation, etc.," yielded a score of 0.0103 between ministers and ministerial secretaries, or a statistically significant difference. Thus, according to this test, ministerial secretaries are seen as significantly more favorable to the suggested method of assisting ministers in the field than the ministers. The actual comparative scores are 3.4758 for ministers and 4.2727 for ministerial secretaries. The comparative scores of presidents and ministerial secretaries was also statistically insignificant.

The next category to which the median test was given was, "Assist the conference president with administration." Here

statistically significant differences of opinion were found between ministers and ministerial secretaries, and also between ministerial secretaries and presidents. Administration of the test to the ministers/ministerial secretaries found a score of 0.0103, indicating the ministers to be more significantly opposed to the ministerial secretary as assistant to the president in administrative matters, than the ministerial secretaries themselves. The mean scores involved were 2.8750 for ministerial secretaries and 2.0837 for ministers. The comparative scores of presidents and ministerial secretaries were not statistically significant.

The same test given to the presidents/ministerial secretaries groups yielded a score of 0.0356, indicating the presidents to be significantly more opposed to the ministerial secretaries' involvement with administrative duties than the ministerial secretaries themselves. The actual scores were 2.286 for the presidents and 2.8750 for the ministerial secretaries. There were no significant differences between ministers and presidents on this item.

The final category in this section to which a median test was applied was the method, "promote conference programs to the ministry," which scored 0.0010, which is significant beyond the .05 level, indicating the ministers were significantly less favorable to the promotion of conference programs to the ministry by the ministerial secretaries than the presidents were. The actual mean scores for this category were 3.8478 for the presidents and 2.7992 for the ministers. The comparative score for ministerial secretaries/ministers and ministerial secretaries/presidents, were not found to be statistically significant.

Appropriate tests given to the remaining fifteen categories in Section III indicate the likelihood there are no significant differences of opinion between the responding groups. Thus, a null hypothesis is sustained for these fifteen categories. The data for this section are presented in table 4.

At the end of Section III of the questionnaire, respondents' comments were solicited.

A ministerial secretary writes:

I express the view of one who has had many years of experience when I say that the "Ministerial Association," as we have known it for decades, is a misnomer. It has too often functioned like the promoters department, rather than an association of ministers. It promotes evangelism as other departments promote other activities. It fosters fellowship more than fellowship.

At its best, this approach is a reproach, because as it recognizes that the pastor is under pressure from many pushers to lose his #1 priority, his only help is to be pressured from one of his own to do evangelism. One push is balanced by another push. At its worst, when the Ministerial Association functions as a department to promote evangelism, it is an affront to the ministry, because it seems to overlook the fact that most of our ministers long to be more effective in the Word and soul-winning, that they are frustrated by duties that interfere and need someone to champion their cause. What is wrong when the ministerial leaders assume that their job is to push men to do what is already in their hearts? Does it mean, that as an organization we dare not trust the sacred fire that the Holy Spirit sets in our bones, that we must apply common fire like insurance promoters to activate God's ministers in the field? The ministry is already demeaned, dispirited and weakened by having to submit to these methods.

I think that the ministerial secretaries and conference presidents should assume that the pastors are dedicated, highly committed, Spirit-filled men who will do a great job for the Lord when we help them clear the decks for action and give them support and encouragement. Some need help in making their plans and solving their problems. Often they need someone that they can come to that they trust, one who has experience, understanding, resourcefulness and is not an authority figure.

Small-group meetings or seminars, workshops in various parts of the conference are very helpful if they provide opportunity for the men to share ideas and problems and

TABLE 4
MEAN RESPONSES TO SECTION III OF THE QUESTIONNAIRE AND MEDIAN TEST SCORES

Methods for Meeting the Needs of SDA Ministry	Ministers	Ministerial Secretaries	Presidents	Median Test Score*
1. Assist ministers in the field-- visitation, etc.	3.4758	4.2727	4.3043	6.973*
2. Coordinate graduate study pro- grams for ministers	3.4850	3.6061	3.2629	.878
3. Counsel ministers about personal problems	3.3092	4.0303	3.5227	2.862
4. Conduct small group workshops for one dozen or fewer ministers	4.0480	4.4545	4.0217	1.965
5. Refer ministers in need of coun- seling to other qualified persons	3.5944	3.7500	3.7826	2.103
6. Conduct larger group workshops for the entire conference ministry	3.4472	3.7500	3.7333	2.190
7. Be available at the office	2.6988	3.0606	2.9783	1.895
8. Assist the conference President with administration	2.0837	2.8750	2.2826	6.489*
9. Assist with achieving unity in the local congregation	2.5480	3.3030	2.9783	5.403
10. Serve as a regular member of the conference committee	3.3482	3.1818	2.5556	.113

TABLE 4--Continued

Methods for Meeting the Needs of SDA Ministry	Ministers	Ministerial Secretaries	Presidents	Median Test Score*
11. Conduct evangelistic meetings himself	4.0280	4.4848	4.3261	.539
12. Keep in touch with ministers by letter or phone	3.8048	4.5152	4.3478	5.401
13. Give Bible studies himself	3.6265	3.6061	3.7174	.542
14. Coordinate academy of Adventist ministers' activities	3.5650	3.8437	3.8667	1.937
15. Conduct a formal evaluation of pastor's programs	3.4453	4.0937	3.8667	4.101
16. Become acquainted with ministers in their homes	4.0440	4.6970	4.4130	.000
17. Send out a resource newsletter or other printed helps	3.6614	4.1818	4.1087	.115
18. Promote conference programs to ministry	2.7992	3.1562	3.8478	11.279*

*Indicates probability equal to or less than .05 or significant difference of opinion among the responding groups.

help each other set priorities, goals, provide genuine fellowship and charity. If they are not used to promoting a unified conference-wide program, used to encouraging and assisting in local planning that utilizes local talents and advantages to magnify the local church and its ministry, group meetings can unleash a great deal of initiative and suppressed energy.

Another points out:

Certainly I would agree that the ministerial director should be able to counsel with his pastors on personal and family problems, but I believe his greatest contribution to the field can be in in-service education. This is the philosophy that we have taken in this field, and already there have been many advantages that have come to light. For instance, in the calling of personnel--because we have such an active training program for our young men, we have a much higher degree of success in calling young men from throughout our unions in the section of North America, and word has spread that the _____ Conference will sincerely help a man to develop his ministry. The result is that we have often received phone calls from pastors desiring to work here.

A third ministerial secretary observes:

In my situation the president so tightly controls any ministerial programs that, in actuality, other than mimeograph letters and personal visitation among and to the ministers from my office, he is the ministerial secretary. He even wants to have the last say as to the type of heading to appear on the newsletter. I am experiencing growing frustration in this area. Secondly, finances are so limited that every attempt of mine to call in General Conference men or men from Andrews University or another source to have seminars or retreats, has been terminated. In order to supply certain books for the ministers and their wives, I have been forced to pay for them out of my own pocket. I am most willing to do this, but this most greatly hinders what they will receive.

At a worker's meeting the president and union ministerial secretary planned the entire program and I did not have even one hour to speak to the men and their wives.

There is a fear, I believe, on the part of the presidents to permit ministerial secretaries to have full responsibility because they covet their positions and do not want to be threatened. Therefore, they continue to encourage the ministers to come directly to them with their problems and do not communicate freely with the ministerial secretary. Should this continue much longer in my field, I shall feel like resigning my position and simply concentrate on my other duties.

I haven't the slightest inclination for becoming a conference president or winning a popularity contest. I simply want to get close enough to the men to truly minister to them and to be able to bring them real "helps" and encouragement to them in terms of visiting speakers, seminars, retreats, etc. Thus far, all of these have been impossible to perform.

A minister writes:

At one time--four years--I was carrying the folio of Ministerial Association Secretary of the _____ Conference. It was frustrating and futile to try to run a program. Neither the president, nor the secretary or the treasurer had ever pastored a church or held an evangelistic meeting. Communication, therefore, was zilch. One of the keys of the importance of this job is a comprehending and sympathetic administration. Otherwise, you might as well quit. You can structure any plan that you like, but the front office makes or breaks the program. This is not true of the other departments who have been locked into a groove for longer than beneficial.

My experience is that fully 70% of our ministers would like to leave the local church for departmental work or teaching, or even back to secular employ. They lack the courage to do the latter because the secular world does not look as secure. As long as they stay out of the wrong bed--the way is smooth and easy.

There is a desperate need, therefore, of the office of the "Pastor's Pastor." He must not be the conference "whip" to spur to greater deeds. We have too much "Madison Avenue" already. God isn't in it! If a pastor has peace with God in his own soul, he will pass it on to pulpit and pew alike. The qualifications for this work are both spiritual and practical. Being a successful "hoopla" pastor himself or evangelist is down the list of qualifications. Up front is a warm heart, his own rich experience with God and personality that invites free confidentiality which will never be betrayed. The man in the field needs to unload, he is hungry for friendship. Taking the 11:00 hour, eat and go, won't do this job. This is no swivel-chair operation. Spend at least two or three days in every man's shoes. Visit his interests and his members. Show what love can do. Don't forget to specifically schedule an hour or two with the pastor's wife. Be a good listener. Once again, an easy-to-love Christian disposition is vital. At the same time, this man must stand in the pulpit as having few peers. He must present strength under his kindness but invite admiration. Qualifications for this much-needed work are rarer and nicer than any other. Choose with precision, expect no spectaculars, but in eternity it will shine as the stars forever.

Still another minister comments:

Many answers to these questions could change in relationship to the personality of the ministerial secretary.

A driver-type would show poorly.

A sympathetic, understanding man who is interested personally in people and wanting to see them "grow," (rather than climbing the ladder through his job) would be top-notch. He really needs to have a sincere purpose manifest in helping the man because he wants to see God's work finished. They can tell the difference.

In opposition to the potential of a ministerial secretary counseling the ministry about personal problems, one minister says:

If I have a personal problem, I want to go directly to the top. I don't feel that a ministerial secretary has any power to act on my problem and I don't want it related secondhand to the top.

Other ministers summarize their concepts of the ministerial secretary's work as follows:

I feel that the office of ministerial secretary is a misnomer--most of whom I have known and now know are simply another evangelist who gives little help to the local pastor at the grassroots level. I feel the ministerial secretary's specific responsibilities ought to be outlined to him--a kind of "pastor's pastor."

In the _____ Conference, if the ministerial secretary's position were to be eliminated, I would never know the difference. However, my responses are based on what I think he should do, not on what he does do.

What the training of the members is to the pastor, so is the training of the ministry through continuing education through the ministerial secretary. Here I felt in my two years in _____ Conference, there was absolutely no aid at all.

I see the role of the ministerial secretary as much like that of the publishing secretary, one of training, fellowship, encouragement, guidance, etc.

With reference to category #8 on the questionnaire, "Assist the Conference President with administration," one minister writes:

The Ministerial Association secretary should not be a troubleshooter or special project man or be expected to run

interference for the conference president in putting programs over in the field. In these areas, he should stay out of administration. If the thrust of the question is in a different vein, however, I would have marked this 4 or 5. If by assisting the conference president with administration, you mean having access and input to the president as policy is created. There should be a close relationship as it has to do with administration in areas involving experimental or pilot projects, measurements and evaluation of effectiveness, ministry in a philosophical, evaluative and theoretical frame of reference. In other words, there needs to be an experimental growing edge. The Ministerial Association Secretary could ideally relate to this type of thing.

Concerning the ministerial secretary's personal relationship to evangelism and soul winning, the same minister as quoted previously says:

In the interest of maintaining lines of communication and identification with all forms of soul-nurture and winning, as it relates to church help as well as growth, the Ministerial Secretary should do enough evangelism in the public sense and as indicated in Section 13, personal evangelism, to keep in touch with the dynamics involved, and to indicate his loyalty and participation. However, he should not be the conference evangelist and should not spearhead the conference public evangelism thrust. One or at most two campaigns a year should be maximum for a man filling this role. If a second evangelist is needed in a conference, an evangelist ought to be called, rather than a Ministerial Association Secretary, who is actually the second conference evangelist under a pseudonym.

Compatibility with Conference Offices

Section IV of the questionnaire was introduced as follows:

Due to budgetary and other requirements, most conferences ask their ministerial secretary to hold an additional office. Keeping his time, possible role conflict, and other factors in mind, rate the following conference duties on a scale of 1-5 to indicate the degree of conflict of compatibility with his duties as ministerial secretary. 1 to indicate absolute conflict with his ministerial duties and 5 to indicate complete compatibility with his ministerial duties.

The ministers saw "Evangelist," as the position most compatible with ministerial secretary, giving it a score of 3.7265.

They saw "Publishing Secretary" as the least compatible position, scoring it at 1.7388. Three of the fifteen conference offices listed received an average score below 2.0, which would indicate a lack of compatibility as perceived by ministers. One, that of "Evangelist," scored equal to or above 3.5, which would indicate great compatibility. Eleven scored between 2.0 and 3.5, which would indicate minimal compatibility.

The ministerial secretaries saw "Evangelist" as the position most compatible with ministerial secretary, giving it a score of 4.0303. They saw "Publishing Secretary" as the least compatible position, scoring it at 1.4545. Three of the fifteen conference offices listed received an average score below 2.0, which indicates a lack of compatibility as perceived by ministerial secretaries. Three scored equal to or above 3.5, indicating great compatibility. Nine scored between 2.0 and 3.5, denoting minimal compatibility.

The conference presidents saw "Evangelist" as the position most compatible with ministerial secretary, giving it a score of 4.0889. They saw "Publishing Secretary" as the least compatible position, scoring it at 1.9556. One of the fifteen conference offices listed received an average score below 2.0, indicating a lack of compatibility as viewed by conference presidents. Three scored equal to or above 3.5, which indicates great compatibility as perceived by conference presidents. Eleven scored between 2.0 and 3.5, denoting minimal importance.

The responses of the three groups to the fifteen conference offices designated in Section IV of the questionnaire were compared using the extension of the median and median tests. The response to

one office "Executive Secretary," scored .0181, or low enough to be statistically significant at the .05 level. The median test reveals that the difference of opinion for this category was between ministers and ministerial secretaries, indicating that the ministerial secretaries are significantly more favorable to the ministerial-executive secretary combination than are the ministers. The comparative scores of ministers/presidents and ministerial secretaries/presidents were not found to be statistically significant. The data for this section are presented in table 5.

At the end of Section IV of the questionnaire, respondents' comments were solicited. Representative comments follow:

Two conference presidents suggest:

It would be easy for a ministerial secretary to assume the role of an executive, which he should never do. I see it as a danger for a president to serve as a ministerial secretary, though I know it must be sometimes.

Much depends upon the individual and his preparation and personality, etc.

Several pastors commented:

I don't see any as incompatible by virtue of job description and I see a great deal as far as time is involved. As far as #1 and #2 (president and executive secretary) are concerned, I do see some role conflict, but otherwise the jobs can fit quite naturally together. On #14, I don't believe the evangelist is oriented to the type of needs the ministerial secretary needs to meet, as a rule. A pastor who would find time to be with other pastors is difficult to obtain.

If the ministerial secretary is also executive secretary, the men in the field are apt to feel that he really doesn't have their full interests at heart, i.e., he is more intent on "pushing" conference goals and programs than in helping them.

I feel that the ministerial secretary should not be bogged down with many departmental responsibilities. I would rather see his goal as a resource person, rather

TABLE 5
 MEAN RESPONSES TO SECTION IV OF THE QUESTIONNAIRE AND MEDIAN TEST SCORES

Degree of Compatibility---Duties of Ministerial Secretary with:	Ministers	Ministerial Secretaries	Presidents	Median Test Score*
1. President	2.8653	2.7879	3.5909	.784
2. Executive Secretary	3.0500	3.8182	3.9308	8.027*
3. Treasurer	1.8074	1.6970	2.2444	.000
4. Sabbath School Secretary	2.4793	2.6667	2.7955	2.401
5. Stewardship Secretary	2.5350	3.0606	3.3333	1.348
6. Lay Activities Secretary	3.0367	3.5152	3.4222	3.886
7. Youth Director	2.2828	2.3333	2.4889	.543
8. Communications Secretary	2.6337	2.7273	2.8667	.197
9. Religious Liberty Secretary	2.7714	2.8182	2.9111	.166
10. Educational Secretary	1.9755	1.7273	2.0222	.609
11. Medical Secretary	2.3878	2.1212	2.5111	1.047
12. Health Education Secretary	2.6082	2.5455	2.6591	.420
13. Publishing Secretary	1.7388	1.4545	1.9556	.000
14. Evangelist	3.7265	4.0303	4.0889	4.132
15. Church Pastor	2.9877	2.8788	2.9333	.301

*Indicates probability equal to or less than .05 or significant difference of opinion among the responding groups.

free of departmental and program responsibilities.

Really, the ministerial secretary ought to be able to do his job!

Don't give him any other jobs if at all possible. Keep him out of conference administration.

Possible Reasons Why a Minister Might Not Seek
Counsel with the Conference Ministerial
Association Secretary

Section V of the questionnaire was introduced as follows:

For what reasons might a Seventh-day Adventist minister be unwilling to seek counsel from his conference ministerial secretary? Rate the following possibilities as to their importance. 1 to indicate very unimportant and 5 to indicate very important as possible reasons why he would not seek counsel in this manner.

The ministers saw "Fear that confidences will be divulged" as the most important reason why a minister might be unwilling to seek counsel with his conference ministerial secretary, giving this reason a score of 3.8353. This score was closely followed by "Fear of jeopardizing standing in the conference," at 3.7012. They saw "He does not consider it the duty of the ministerial secretary," as the least important reason, scoring it 2.8440. None of the eight potential reasons listed received an average score below 2.0, which would indicate a lack of importance as perceived by ministers. Three scored equal to or above 3.5, indicating great importance as perceived by ministers. Five scored between 2.0 and 3.5, which indicates minimal importance.

The ministerial secretaries saw "Fear that confidences will be divulged" as the most important reason why a minister might be unwilling to seek counsel with his conference ministerial secretary, giving this reason a score of 3.6667, closely followed by "Personality

differences with the ministerial secretary," which scored 3.6364, and "Fear of jeopardizing standing in the conference, which also scored 3.6364. None of the eight potential reasons listed received an average score below 2.0, which would indicate a lack of importance perceived by ministerial secretaries. Three scored equal to or above 3.5, which would indicate great importance. Five scored between 2.0 and 3.5, which would indicate minimal importance.

The conference presidents saw "Personality differences with the ministerial secretary" as the most important reason why a minister might be unwilling to seek counsel with his conference ministerial secretary, giving this reason a score of 4.0435. They saw "The ministerial secretary is too busy," as the least important reason, scoring it at 2.3778. None of the eight potential reasons listed received an average score below 2.0, which would indicate a lack of importance as perceived by conference presidents. Three scored equal to or above 3.5, which would indicate great importance. Five scored between 2.0 and 3.5, which would indicate minimal importance.

The responses of the three groups to the eight items designated in Section V of the questionnaire were compared using the extension of the median test. In none of the ten cases was the score high enough to be statistically significant at the .05 level. Therefore, the null hypothesis was retained for this section of the questionnaire. The three groups--ministers, ministerial secretaries, and conference presidents, scored the reasons in a similar manner. The data for this section is presented in table 6.

TABLE 6
MEAN RESPONSES TO SECTION V OF THE QUESTIONNAIRE AND MEDIAN TEST SCORES

Reasons Why a Minister Might Be Unwilling to Seek Counsel from the Ministerial Secretary	Ministers	Ministerial Secretaries	Presidents	Median Test Score*
1. Personality differences with the Ministerial Secretary	3.6505	3.6364	4.0435	.077
2. Fear that confidences will be divulged	3.8353	3.6667	3.6522	.351
3. Fear of jeopardizing standing in the conference	3.7012	3.6364	3.3778	2.038
4. He does not consider it the duty of the Ministerial Secretary	2.8440	2.4848	3.0652	5.728
5. Shyness on the part of the minister	2.8629	2.5152	2.8913	1.888
6. The Ministerial Secretary is too busy	2.8508	2.4687	2.3778	2.246
7. The Ministerial Secretary is not qualified to counsel	3.4656	3.0303	3.0222	2.821
8. The Ministerial Secretary is hard to reach when needed	3.1816	3.3125	2.9545	1.530

*None of the median test scores for this section were below the .05 level of significance.

Representative comments on this section, all from ministers, are as follows:

No matter how busy, or other problems the ministerial secretary might have, if he takes his time with the pastor and helps him, the pastor will seek him out. He must be able to keep his mouth shut!

There are many reasons why our ministers may not want to take advantage of the service suggested. The objections that you have listed are very real in the thinking of some of our men, but we must never give them reason to doubt our ability to hold a confidence, once it has been earned. We work closely with the president and must have an understanding with him that we have certain obligations to our men that makes it imperative that we do not violate their confidence and trust, as they have shared portions of their lives that they would not share with others.

With reference to Section V, questions 1-3, ministers made the following comments:

I think these are the three worst deficiencies in the ministry of the Seventh-day Adventist church. A man should be able to talk with his president, but if he is working under a leader where this is not possible, he is usually out in the field without anyone to go to for help. We dare not talk with other minister friends, because although they can keep their conversations and counsel with church members confidential, they can hardly wait to find someone to tell everything they know about another minister or worker and usually add a bit of their own imagination.

Also, we dare not do or say anything to jeopardize ourselves in our conferences, because we realize that we work for an organization where what you accomplish under the blessing of God is not nearly as important as WHO you are or WHO you know, when it is time to send out calls for pastors of larger churches, smaller number of churches per district, an office worker and so on. I cannot believe this is the way God would have our ministry function. Where is the brotherly love one for another, that we exhibit to those not of our faith?

Areas of Improvement Needed

Section VI of the questionnaire was introduced as follows:

If you were to list one area in which the Conference Ministerial Secretary needs to improve his service to the

Seventh-day Adventist ministry, what would it be?"

In contrast to the numbered responses of the previous section, this section invited the respondent to write out his answer.

The vast majority of respondents saw the need to minister on a one-to-one basis with the minister in the field as the foremost area where improvement is needed. Representative comments follows, the first four of which are from ministerial secretaries:

Meet with the pastor and his wife in their home. Let the pastor and the wife (who is too often overlooked and is beginning to resent it) know they are understood and appreciated. Too often, the pastor is preached to, more than listened to.

Spending time with him in his own district, planning and working with him.

In most cases, more actual visitation and on-the-job training with the pastor, more one-to-one involvement and less letter writing and office work.

To be a real pastor to the ministers, and be available to help the minister in his personal problems, as well as his church related problems.

The ministers wrote:

Take a personal, one-to-one interest in a man's individual overall program and plans for personal growth and planning.

More contact with pastors.

Become personally acquainted with every pastor in the local conference in which he is secretary and be willing to be a good listener.

His time spent in personal, on-the-job training with the pastor in the pastor's district.

Communication!!!

1. Personal friendliness.
2. Caring, loving support.

Maintain a personal relationship with the pastor. He is the pastor's pastor.

Interest in individual worker, showing personal concern.

Communications with all the workers from the greatest to the least.

He needs to spend time in the pastor's district, making visits, giving Bible studies, and showing the young minister how he can improve on his program.

Personal visitation with field ministers to try to evaluate the local program as to its relative effectiveness. Also to become well acquainted with the minister. Once acquainted, he might be qualified to make personal recommendations.

Personally assisting the minister in setting up a program. Many may think that they know how to run a church and don't need any help, but lack of success in the ministry shows there is a real need in this area. From my own experience, I can tell that I have floundered around for ten years. No one has ever come to see me and sat down with me to talk about my work, either conference president or anyone else, so I don't know if the conference where I last worked even had a ministerial secretary. So, after trying all kinds of things, not accomplishing anything, I became very discouraged, ready to give up. There is a great fear of being wrongly judged and misinterpreted, throw a bad light on one's personality. This has also influenced the relationship among fellow ministers. No one wants to share his problems or his secrets of success. Each one tries to get the glory for himself. This is particularly true when it comes to young interns. They are put out to swim or sink. They are assigned to an experienced man, he seldom sees him or ever plans anything with the interns. There may be exceptions to this, but I have to see this. A ministerial secretary who will not be considered as a representative sent by the conference, but a real friend and helper, could do much to enhance the work of the minister. Some ministers may need some convincing that the secretary is their real friend, but this depends a lot on the approach used by him.

Several of the respondents stressed the need for a ministerial association secretary who would be available to the men for in-service education, and as a resource person and facilitator of formal and informal continuing education. These pastor's comments are typical of the responses:

Be a resource man.

In the field of continuing education.

The whole area of continuing education needs to be firmly established and up-graded and this is the area I see, is the

ministerial secretary's prime responsibility.

Some of the respondents stress the need for the development of evangelistic skills among the ministers, as follows:

A pastor wrote:

A constant improving is needed, to up-grade the effectiveness of the whole ministerial staff in soul winning. We are too preoccupied in institutional enhancement and equipment and problems rather than actually going right out there and reaching the lost souls all around us.

Two presidents wrote:

Needs to be very evangelistically oriented.

To teach the men to be successful in leading people to decisions for Christ. This is the great work of the ministry, yet so few know how to do it effectively.

A few respondents wrote concerning a need for clarification of the pastor's role, by the ministerial association secretary.

Typical of these responses are the following:

Clarification of role expectations and priorities, between the ministers' response to conference, local church, personal concepts of vocation, gifts and calling.

Rationalize the internship program so that young ministers get a better start, think it through the way John Osborne was doing.

To recognize that there are other important duties to carry out as well as "evangelism," often "they" have no interest but that one area. This is frustrating to a minister, who knows he has other duties pressing also. They push the men as though "that" were the only work to be done.

Some respondents wrote of the need for a ministerial secretary as advocate for ministry, such as the following:

Standing behind the men in the field, when accused by disgruntled members.

Summary

In summary of this chapter, it may be noted that a majority

of respondents viewed the relative importance of the work of the ministerial secretary as either equal in importance to conference departments or of greater importance. Over one-third of the combined respondents viewed the work of the conference ministerial secretary as "the most important department in the conference."

The need for "personal encouragement" ranks higher among most respondents than any of the needs involving proper "methods" or "training." Thus the need for a "pastor's pastor" at the local conference level emerges. Important also among most respondents' replies is the need for more assistance in the evangelistic skills. "help with getting decisions," "assistance with public evangelism," and "assistance with personal evangelism," are seen as needed among all three groups of respondents.

The data further reveals that of the indicated methods for meeting the needs of ministers, those which involved personal contact and visitation with the minister and their families scored highest. An example of this is "Become acquainted with the ministers in their homes," which scored over 4.0 with all the respondents. On the other hand, those methods which involved administrative duties, such as "assist the conference president with administration," scored relatively low in perceived effectiveness. Also scoring high were the categories which see the ministerial secretary as a "model evangelist" for the ministry, such as "conduct evangelistic meetings himself."

Of the fifteen conference offices listed in Section IV of the questionnaire, only one, "Evangelist," is considered by all three groups of respondents to be significantly compatible with the office and work of ministerial secretary. This response coincides with the

high priority assigned in Section II, #5, #6, and #7 to a need for "help with getting decisions" and personal and public evangelism, all needs properly answered by an individual with a broad background in evangelism.

The significant difference of opinion noted for the category "Executive Secretary" is interpreted to indicate the ministerial secretaries are significantly more favorable to a ministerial-executive secretary combination than are the ministers. This difference of opinion may arise from the fact that at this writing, 23 of the 30 ministerial secretaries in North America also hold the office of "secretary" or "executive secretary."

Furthermore, it is evident from the responses that fear is a primary motivation for the minister who fails to seek counsel with the ministerial secretary. The two "fear" categories, "fear that confidence will be divulged," and "fear of jeopardizing standing in the conference," are seen by both the ministers and ministerial secretaries as important, while one of them, "fear that confidence will be divulged," is viewed by the presidents as important.

Section VI of the questionnaire indicated a desire on the part of all respondents for a ministerial secretary who will be sufficiently "mobile" to work periodically in the field beside his parishioners, the ministry.

Thus, the major findings of this questionnaire are summarized. The job description which arises from this research will take these factors into consideration.

CHAPTER III

BIBLICAL BASIS FOR A MINISTRY-TO-MINISTERS

This chapter will endeavor to show a clear biblical precedent for a ministry-to-ministers, using as examples the ministry of Jesus, Paul, and Barnabas.

Jesus as Minister-to-Ministers

At the beginning of His ministry, Jesus, speaking to His disciples-to-be, said, "Follow me and I will make you fishers of men."¹ He thus set the tone for His relationship to these men as that of minister and teacher. He ministered to His disciples by various means, examples of which are as follows:

Spiritual teaching

The ministry of Jesus to the disciples was, first of all, a spiritual ministry. In Matthew 5, after His disciples came to Him, "He opened His mouth and taught them, saying, Blessed are the poor in spirit."² This phrase begins the Sermon on the Mount, a theological, practical exposition in which Jesus sums up for His minister-in-training, the substance of their work. It is recalled here that the context of verse 1 indicates that Jesus was speaking primarily to the twelve. For example, He discusses with them the importance of good

¹Mt 4:19. All Bible references are from the R.S.V. ²Mt 5:3.

works,¹ the heavenly standard of perfection,² the ideal prayer,³ and the transcendent importance of seeking first the kingdom of Heaven.⁴

Action-Reflection

In Matthew 16 Jesus is asked by the Pharisees and Sadducees to show them a sign, which He refuses to do. He then reflects with the disciples upon this action by exhorting them to "beware of the heaven of the Pharisees and Sadducees."⁵ In Matthew 17:1-8 the account of the transfiguration appears. After this, as Jesus and three of His disciples were coming down from the mountain, the disciples began to reflect upon the scribes' insistence that Elijah must come before the Messiah, whereupon Jesus said the "Elijah has already come," and the disciples understood that He was speaking of John the Baptist.⁶ Later in the same chapter, the disciples had failed to cast a demon out of a young man, whereupon Jesus immediately rebuked the demon, and he (the demon) came out of the youth.⁷ Following this event the disciples reflected with Jesus by asking, "Why could we not cast it out?" Their question brought Jesus' reflection concerning faith as a grain of mustard seed.⁸

Charge

In Matthew 10, by means of a charge to His disciples, Jesus details for them, to whom they are to minister, the content of their preaching, and the miraculous nature of their work, in these words:

¹Mt 5:16.

²Mt 5:43-48.

³Mt 6:9-13.

⁴Mt 6:33.

⁵Mt 16:11, 12.

⁶Mt 17:9-13.

⁷Mt 17:14-18.

⁸Mt 17:19-21.

These twelve Jesus sent out, charging them, "Go nowhere among the Gentiles, and enter no town of the Samaritans, but go rather to the lost sheep of the house of Israel. And preach as you go, saying, 'The kingdom of heaven is at hand.' Heal the sick, raise the dead, cleanse lepers, cast out demons."¹

In the same chapter, He warns them of opposition and instructs them concerning how to relate to their persecutors.² Ellen G. White, commenting on this charge says:

During His ministry, Jesus had kept constantly before the disciples the fact that they were to be one with Him in His work for the recovery of the world from the slavery of sin. When He sent forth the twelve and afterward the seventy, to proclaim the kingdom of God, He was teaching them their duty to impart to others what He had made known to them. In all His work, He was training them for individual labor, to be extended as their numbers increased, and eventually to reach to the uttermost parts of the earth. The last lesson He gave His followers was that they held in trust for the world the glad tidings of salvation.³

In the Matthew account of the gospel commission, Jesus charges the disciples to minister to the entire world and to teach the things He had taught them.⁴

Parables

Jesus often instructed His disciples by means of parables. In Matthew 13 He enunciates a series of parables (the sower,⁵ the wheat and the tares,⁶ the grain of mustard seed,⁷ the leaven,⁸ the treasure hid in a field,⁹ the pearl of great value,¹⁰ the net¹¹) and then asks,

¹Mt 10:5-8.

²Mt 10:9-23.

³Ellen G. White, The Acts of the Apostles (Mountain View, California: Pacific Press Pub. Assn., 1911), p. 32.

⁴Mt 24:14.

⁵Mt 13:3-9, 18-23.

⁶Mt 13:24-30, 36-43.

⁷Mt 13:3, 32.

⁸Mt 13:33.

⁹Mt 13:44.

¹⁰Mt 13:45, 46.

¹¹Mt 13:47-50.

"Have you understood all of this?" They said to Him, "Yes,"¹

Visible illustrations

On one occasion the disciples of Jesus asked, "Who is the greatest in the kingdom of heaven?" Jesus responded by placing a child in the midst of them, saying, "Whoever humbles himself like this child, he is the greatest in the kingdom of heaven."²

In another instance, the disciples suggested that the crowd to whom Jesus had been ministering be sent away to buy food for themselves from the local villages. Jesus responded by saying, "They need not go away. You give them something to eat." The disciples suggested that they had only five loaves and two fish. But Jesus asked that the loaves and fish be brought to Him whereupon He blessed the food, broke it and gave it to the disciples for distribution, and the Scripture says that the hunger of the crowd was satisfied, and there were "twelve baskets full of the broken pieces left over."³

Paul as Minister-to-Ministers

The New Testament documents several instances of Paul's ministry-to-ministers. His methodology of ministry includes discipleship, verbal instruction, correspondence, and actual experience, as follows:

Discipleship

Chapter twelve of Acts indicates Paul and Barnabas took John Mark with them in their travels.⁴ The following chapter notes John

¹Mt 13:51.

²Mt 18:1-4.

³Mt 14:13-21.

⁴Acts 12:25.

accompanied them as a fellow minister.¹ According to Galatians 2, Titus also accompanied Paul and Barnabas in their ministry.² Paul later chose Silas to accompany him in his travels. Silas was thus able to witness firsthand the life of a missionary-evangelist in all of its various facets.³ Timothy also served with Paul as a disciple in ministry.⁴

Verbal instruction

A reference to this type of ministry-to-ministers is found in Acts 19, where Paul verbally instructed twelve of John's disciples concerning the existence of the Holy Spirit and baptism.⁵ On at least one occasion, Paul's verbal instruction took the form of a rebuke to a colleague, in this instance, the Apostle Peter, who had withdrawn from the Gentiles out of fear of criticism by them which were "of the circumcision."⁶

Written correspondence

Paul's correspondence to his fellow minister, Timothy, deals with a wide range of subjects involving practical ministerial skills, including qualifications of church officers,⁷ latter day heresies,⁸ and relationships to fellow church members,⁹ the training of gospel workers,¹⁰ privations of the ministry,¹¹ and patience.¹² Paul also

¹Acts 13:5.

²Gal 2:1.

³See Acts 16:17-24; 17:1-10.

⁴Acts 16:1-5.

⁵Acts 19:1-6.

⁶Gal 2:12.

⁷1 Ti 3.

⁸1 Ti 4.

⁹1 Ti 5, 6.

¹⁰2 Ti 2:2.

¹¹2 Ti 2:9, 10.

¹²2 Ti 2:24, 25.

wrote to Titus, a Greek convert and fellow-minister concerning practical aspects of ministry, such as the characteristics of a bishop.¹ Later in chapter one of his instruction to Titus, he suggests the necessity of stern rebuke in extreme cases such as the Cretans, by saying: "One of themselves, a prophet of their own, said, 'Cretans are always liars, evil beasts, lazy gluttons.' This testimony is true. Therefore rebuke them sharply, that they may be sound in the faith."² He also wrote to Titus about the content of his teaching at Crete. He suggested that every age group be carefully taught to abide by Christian principles in the details of life, such as behavior, conversation, temperance, husband-wife relationships, and master-slave relationships.³ In addition, his correspondence dealt with the avoidance of unprofitable activity.⁴

Actual experience

After having worked with ministers in training, Paul then gave them individual ministerial assignments. Titus was sent by Paul to minister to the believers in Corinth, after which he returned with a report of his work.⁵ Paul left Timothy and Silas in Berea, after he was forced to flee.⁶ Timothy was sent to Thessalonica to strengthen the new church there,⁷ and to Corinth to settle the problems there.⁸

Ellen G. White, in her book, The Acts of the Apostles, comments on Paul's ministry-to-ministers:

¹Tit 1:7-9.

²Tit 1:12, 13.

³Tit 2.

⁴Tit 3:9.

⁵2 Cor 7:6, 7.

⁶Acts 17:14.

⁷1 Th 3:1, 2.

⁸1 Cor 4:17.

This feature of Paul's work contains an important lesson for ministers today. The apostle made it a part of his work to educate young men for the office of the ministry. He took them with him on his missionary journeys, and thus they gained an experience that later enabled them to fill positions of responsibility. When separated from them, he still kept in touch with their work, and his letters to Timothy and to Titus are evidences of how deep was his desire for their success.¹

Barnabas as Minister-to-Ministers

Barnabas appears briefly in the New Testament as a minister-to-ministers. He agreed to accompany Paul on his second missionary journey.² He suggested to Paul that John Mark accompany them. Paul objected because of Mark's previous failure. A disagreement ensued, with the result that the two missionaries went their separate ways, Barnabas with John Mark to Cypress and Paul, alone, to Asia Minor.³

Significant here is the fact that the ministry of Barnabas to his cousin John Mark was apparently effective, for Paul later spoke of him as his "fellow prisoner" and "fellow laborer."⁴ Furthermore, he asked Timothy to bring Mark with him because "he is profitable to me for the ministry."⁵

A Leadership of Necessity

The writer recognizes that, while biblical models of the concept of ministry-to-ministers are readily available, the application of these models to contemporary ministry needs careful consideration. How to apply what is found in the Scripture to present situations is the question to be solved.

First, it should be established that the church with respect

¹White, p. 368.

²Acts 15:36.

³Acts 15:37-41.

⁴Col 4:10; Phm 24.

⁵2 Ti 4:11.

to ministering the gospel under the Holy Spirit may order itself according to new situations. Concerning the authority given the church, Jesus said:

Truly, I say to you, whatever you bind on earth shall be bound in heaven, and whatever you loose on earth shall be loosed in heaven. Again I say to you, if two of you agree on earth about anything they ask, it will be done for them by my Father in heaven. For where two or three are gathered in my name, there am I in the midst of them.¹

The authors of The Interpreter's Bible, in their commentary on this passage, suggest, "The promise is now made, not to Peter alone, but to Christians assembled together."² In Matthew 28:18-20, Jesus, after His resurrection, passed to the nucleic church, the authority given Him by His father:

And Jesus came and said to them, "All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you; and lo, I am with you always, to the close of the age."³

The basis for the church's ongoing authority appears to be Christ's continual ministry at the throne of God, which, according to McBrien, presupposes a continuation of His ministry to, and presence with, the church.⁴ This authority of the church is further based upon Paul's assertion that the church is the body of Christ: ". . . [he] has made him the head over all things for the church, which is his body, the

¹ Mt 18:18, 19.

² George Arthur Buttrick, ed., The Interpreter's Bible, 12 vols. (New York: Abingdon Press, 1951), 7:473.

³ Mt 28:18-20.

⁴ Richard P. McBrien, The Remaking of the Church (New York: Harper and Row, 1973), p. 123.

fullness of him who fills all in all."¹ "He is the head of the body, the church."² McBrien focuses on the sacramental context of these references by suggesting that Christ is the sacrament of God and the church is the sacrament of Christ.³ Edward Shillebeekx comments on the message of the Pauline passages by suggesting that the church is Christ's salvation itself, this salvation as visibly realized in the world.⁴

Second, concerning the authority of the church to order and organize itself according to new situations, the New Testament church, under the guidance of the Holy Spirit, answered organizational needs by selecting from among themselves certain of their own whose skills rendered them capable to meet various new demands in the church. This response implies that to the apostles, valid necessity in the church constituted a call from the Holy Spirit to meet these needs in the appropriate manner. Franklin M. Seglar refers to this phenomenon as "the leadership of necessity."⁵ A New Testament example of this leadership of necessity is found in Acts 6:1-4: "Now in these days when the disciples were increasing in number, the Hellenists murmured against the Hebrews because their widows were neglected in the daily distribution."⁶ Thus the problem is delineated. Subsequent verses narrate the church's response to this contingency:

And the twelve summoned the body of disciples and said, "It

¹Eph 1:22.

²Col 1:18.

³McBrien, p. 123.

⁴Ibid.

⁵Franklin M. Seglar, A Theology of Church and Ministry (Nashville: Broadman Press, 1960), p. 57.

⁶Acts 6:1.

is not right that we should give up preaching the word of God to serve tables. Therefore, brethren, pick out from among you seven men of good repute, full of the Spirit and of wisdom, whom we may appoint to this duty. But we will devote ourselves to prayer and to the ministry of the word."¹

It is clear from the foregoing passages that the early church saw this need as a mandate to refine their organization; specifically, to set apart certain men to undertake a specific duty. There is no indication they experienced any doubt concerning their authority to make such a change in the post-resurrection church structure. Indeed, they seem imbued with the confidence that this pressing need constituted a working of the Holy Spirit to effect a change in the details of the organization.

Another New Testament example of Seglar's "leadership of necessity" concept might be noted. In the apostolic church a need arose for someone to counsel the Gentile Christians at Antioch, Syria, and Silicia, regarding the actions of the Jerusalem council, relative to Gentile circumcision. This was a relatively new order of need, since the gospel had not long been preached to non-Jews.² The church, however, was quick to respond to this unique need by choosing Judas Barsabbus and Silas to accompany Paul and Barnabas with counsel for the new converts.³

In recent years the Seventh-day Adventist Church has seen a need for the establishment and facilitation of an organized ministry-to-ministers. This may well be seen as a call from the Holy Spirit to meet that need. And the ministry developed in filling the need should be guided by the principles to be found in Scripture as

¹Acts 6:2-4.

²Acts 15:1-4.

³Acts 15:22-29.

indicated previously in the ministry of Jesus, Paul, and Barnabas. This project views the work and objectives of the ministerial secretary in this light.

CHAPTER IV

NORTH AMERICAN DENOMINATIONS AND HOW THEY MINISTER TO THEIR MINISTRY

This chapter reports the responses to a letter sent to thirty-five denominations in the United States and Canada. The letter requested information from these denominations concerning their equivalent of a "pastor's pastor" or ministerial association secretary. The denominations to which the letter was sent were selected on the basis of possible similarities in need, policy, and size to the Seventh-day Adventist Church. It was felt that if some basic similarities occurred between the selected denominations and the church to which this project is addressed, the potential for meaningful responses would be maximized.

From the thirty-one (31) letters sent, twenty (20) replies were received, which fell into two categories:

The first category of replies, eight in number, was made up of those which felt they had no officer comparable to the local conference ministerial association secretary, or "pastor's pastor," and regrettably could not contribute significantly to the project. The eight who replied in the negative were:

General Council of the Assemblies of God
Springfield, Missouri

Baptist Federation of Canada
Port Perry, Ontario

General Association of General Baptists
Poplar Bluff, Missouri

Christian Reformed Church
Grand Rapids, Michigan

Church of the Brethren
Elgin, Illinois

Lutheran Church in America
Philadelphia, Pennsylvania

Missionary Baptist Church
Bellflower, California

Presbyterian Church in the United States
Atlanta, Georgia

The second category of replies, eleven in all, was made up of those which commented on their particular approach to meeting the needs of their ministry. Following are the approaches used by these eleven denominations as gleaned from their responses to the letter they received. The denominations appear in alphabetical order.

American Baptist Churches USA

The American Baptist Churches USA, with headquarters at Valley Forge, Pennsylvania, utilizes a 4-level approach in its ministry-to-ministers.

The first level of approach is at the state or regional level, comprising from seventy to 500 churches. Here an "Executive Minister" functions as administrator and often doubles as counselor to pastors and supplier of resource materials.

They acknowledged, however, the limitations of this first approach:

One of the handicaps that state, regional, and national executives have in being a pastor to pastors is that many of these individuals are involved in the placement process and, therefore, it is rather difficult for a pastor of a local

congregation to divulge the deep hurts and tensions that pertain to his own personal life because when and if he needs to find another position, this kind of sharing may limit his or her opportunities for placement.¹

The second level involves their two directors of continuing education, one each for the eastern and western sections of that denomination's ministry in the United States. These individuals arrange for conferences where continuing education opportunities are discussed and are available to provide information and motivation to pastors who seek these services.

Third, the American Baptists provide various "Centers for the ministry," one of which is located at Oakland, California. The director of continuing education for the west coast, a career counselor, and a consultant for the denomination's personnel services is located at this center. Such personnel have been asked by the church to retain confidences shared by the ministers who come for counsel.

Fourth, the church sponsors a "Pension Board," complete with a field staff, which, in consultation with pastors and local congregations, coordinates ministers' pension and health programs and often doubles as counselors to the parish pastors with whom they relate.²

Baptist General Conference

This Baptist denomination, with headquarters at Evanston, Illinois, is divided organizationally into sixteen districts across the United States. Each district has an executive secretary who has

¹Charles N. Forsberg, Executive Director, Ministers' Council, The American Baptist Church, Valley Forge, Pennsylvania, February 3, 1977, personal letter.

²Warren Magnuson, General Secretary, Baptist General Conference, Evanston, Illinois, January 14, 1977, personal letter.

been assigned the task of working with the pastors in the district.

Their General Secretary, Warren Magnuson, comments on the relative effectiveness of this ministry-to-ministers:

The effectiveness of this area of ministry depends very much upon the district secretary. In some cases they have 144 pastors, while in other cases it may be anywhere from 15 to 20 pastors. Obviously the district that has 15 pastors can do a much better job than the one which has 144.¹

Southern Baptist Convention

The Southern Baptist emphasis in its program for the ministers is in the area of continuing education. Six parent seminaries contribute various opportunities in this regard.

Its Church Administration department also ministers to pastors in providing expertise and resources.

Further, the Director of Missions within an individual association (state conference) functions in a pastoral role to ministry.²

Christian Church (Disciples of Christ)

The Christian Church provides for pastoral care for its ministry on both the regional and national levels.

At the regional level, the church has thirty-four judiciatories or "regions." Each region is headed by a "regional minister," who is responsible for "Counsel and pastoral care to members, ministers and congregations..."³

¹Warren Magnuson, General Secretary, Baptist General Conference, Evanston, Illinois, January 14, 1977, personal letter.

²Raymond M. Rigdon, Director, Continuing Education for Ministry, The Southern Baptist Convention, Nashville, Tennessee, personal letter.

³Thomas E. Wood, Executive Secretary, Division of Homeland and Ministries, Christian Church (Disciples of Christ), Indianapolis, Indiana, January 15, 1977, personal letter.

Thomas E. Wood, Executive Secretary of the church's Division of Homeland Ministries, comments on the "pastoral care" aspect of this ministry:

The degree to which pastoral care is actually exercised by the regional minister obviously varies according to the disposition and skill of the regional minister. Most do at least attempt to deal with pastoral problems. Training and continuing education counseling is frequently performed in the context of a Regional Commission on the Ministry.¹

The national level of support to ministers has on its staff an Executive Secretary, a Director of Clergy Development, a Director of Black Ministry, Directors of Personnel and Chaplaincy Services, and a Consultant in Women's Ministries. These support services provide continuing education scholarships, career assessment and development, relocation assistance, financial assistance for minority clergy, and pastoral counseling.²

Free Methodist

Each conference in the Free Methodist Church has a board of Ministerial Education and Guidance, which functions as a counseling body for its ministry. It also screens potential candidates for the ministry and evaluates the ongoing performance of each of its clergy.³

American Lutheran Church

This Lutheran body ministers to its clergy by means of an

¹Thomas E. Wood, Executive Secretary, Division of Homeland and Ministries, Christian Church (Disciples of Christ), Indianapolis, Indiana, January 25, 1977, personal letter.

²Ibid.

³Lawrence R. Schoenhals, General Secretary, Department of Higher Education and the Ministry, Free Methodist Church, Winona Lake, Indiana, January 12, 1977, personal letter.

intensive program of continuing education, which is facilitated by its Assistant Director for Theological Education and the Ministry. He relates to the various seminaries of the church in providing (for interested ministers) descriptive materials concerning courses available. He further facilitates the development of "centers" and programs for continuing education.¹

The Lutheran Church - Missouri Synod

This body, because of its emphasis upon congregational policy, encourages its individual congregations to minister to their clergy.

Additionally, the organization appoints an officer, called "counselor," for every seven to twenty congregations. He is available both to the congregation and the pastors for counseling.²

Secretary of the church Herbert Mueller comments upon another avenue of ministry to the clergy of this Lutheran body:

There is a strong tradition in our Synod that pastors who feel a need beyond these parameters for pastoral counseling may choose any fellow pastor or lay person, for that matter, as a sort of "father confessor."³

Reformed Church in America

The Reformed Church in America ministers to its ministers according to a policy and program voted at its General Synod in June,

¹Walter R. Wietzke, Director, Division for Theological Education and the Ministry, The American Lutheran Church, Minneapolis, Minnesota, January 5, 1977, personal letter.

²Herbert Mueller, Secretary, the Lutheran Church - Missouri Synod, St. Louis, Missouri, January 6, 1977, personal letter.

³Ibid.

1977. The action reads as follows:

The Classis of Raritan presents the following Overture to The General Synod of the Reformed Church in America:

That the book of Church Order, Part II, Article 2, be amended to include a new Section which expressly directs the classis to determine annually whether each of its enrolled ministers has entered into an agreement with another minister for the pastoral care of himself and his family.

Reasons:

1. In a survey of ministers of five denominations, ministers of the Reformed Church in America ranked highest in their sense of the inadequacy of pastoral care for themselves and their families.

2. Although proposals for a "pastor to pastors" have been made at various times, the RCA has not as yet found a way to meet the pastoral needs of clergy and clergy families.

3. The peculiar stresses in the lives of ministers and their families too often take their toll in brokenness and emotional or physical illness. There are signs that the spiritual and emotional wholeness which is the need of all is sometimes lacking in ministers and their families, and that the preventative care of a strong pastoral relationship is more often than not missing.

4. Other professions recognize the impossibility of providing self-care. "He who acts as his own lawyer has a fool for a client." Physicians do not as a rule treat themselves or their families. Neither do ministers provide themselves or their families with genuine pastoral care. What has been lacking is an expectation that every family will have a pastor, and that an established relationship with a family pastor is fully as important as knowing whom to consult for a fever, a toothache, or a lawsuit.

5. The proposed amendment provides a simple means for establishing a pattern of expected behavior, offers an annual peer review, and encourages the use of pastoral resources which are readily available.

6. The proposed amendment would demonstrate the expectation that pastoral care is needed by all, including the minister and his family, and that the responsibility for seeing that such care is obtained is that of the minister himself.

7. The amendment leaves to the classis the responsibility for handling the negative responses to the annual inquiry. In some instances this might be a signal for intervention prior to a serious crisis; in others, the annual question would at least call for the

minister who answers "no" to review his reasons.¹

The United Church of Canada

This church body has twelve "personnel officers," one for each of the twelve conferences across Canada, who function in a supportive pastoral role to both clergy and congregation. A brief role description composed by church authorities, under the heading, "pastoral duties," suggests the following:

He (the personnel officer) will be a pastor to personnel and congregations and will:

1. Have the right of communication with personnel and congregations for purposes of support, advice and referral
2. Anticipate problems where possible and deal with emergency situations keeping concerned church courts and individuals informed
3. Assist with rehabilitation
4. Familiarize himself with existing counselling and social agencies and facilitate use of such services for benefit of church personnel
5. Encourage development of services where they are lacking²

United Methodist Church

The United Methodist's ministry-to-ministers functions primarily at the national level, with five professional persons on the staff at the "Division of the Ordained Ministry." The ministry provides services in continuing education through the thirteen

¹A. J. Poppen, Coordinator, Office of Human Resources, Reformed Church in America, New York, New York, February 24, 1977, personal letter.

²From "Suggested Functions and Relationships of Conference or Regional Personnel Officer," a role description enclosed with a letter from J. H. Dean, Secretary, Personnel Services, the United Church of Canada, Toronto, February 28, 1977.

denominationally-related schools of theology. It produces research projects such as a recent study on "Divorce Among the Clergy." It also facilitates the production of written resource materials which deal with the many fields of expertise in the practice of ministry.

The United Presbyterian Church in the USA

The ministry-to-ministers of the United Presbyterian Church is focused on a development program for young pastors, the major facet of which is an annual one-week seminar for each of the first three years of their ministry. The goals of this seminar are outlined by James Foster Reese, the church's Coordinator of Professional Development:

Our purpose is to care actively for our young ministers. To this end, we provide three seven-day opportunities in context of peer support for:

1. Reflection upon experience in ministry
2. Refreshment through ideals and activities
3. Refinement of skills
4. Rest, relaxation, and recreation

Our hope is that our young pastors will be encouraged in their pursuit of joyful obedience to Christ, through professional competence and personal fulfillment.¹

This denomination also fosters the publication of a Continuing Education Resource Guide which details course opportunities available to clergy in seminaries and schools in various regions of the United States.²

¹James Foster Reese, Coordinator of Professional Development, the United Presbyterian Church in the USA, New York, February 9, 1977, personal letter.

²Ibid.

CHAPTER V

A SUGGESTED ROLE DESCRIPTION, CONCLUSIONS, AND RECOMMENDATIONS

This project report has thus far shared the results of systematic research procedures addressed to the subject of the conference ministerial secretary in North America. It has discussed a biblical basis for ministry-to-ministers, and reported the correspondence with various denominations concerning their respective concepts and solutions to the problem of ministry-to-ministers. This chapter undertakes to integrate the procured data by sharing a proposed role description for the office of conference ministerial secretary in North America. The role description to follow will base its content on: (1) those categories in the questionnaire receiving a score of 3.5 or higher from all respondents, (2) the biblical basis outlined in chapter 3, and (3) the correspondence with other denominations reported in chapter 4.

Basic Function

It is clear from the data of this project that there is a need for a local conference ministry-to-ministers in the North American Division of Seventh-day Adventists. It is further evident that the ministerial secretary is the officer best suited to fill this need. As minister-to-ministers, he will relate to the ministry

in a manner roughly analagous to the relationship of a church pastor to his congregation.

Constituency

The constituency, hereinafter referred to as "parish" or "parishioners," whom the ministerial secretary serves is the following:

1. Pastors and their families
2. Evangelists and their families
3. Conference and legal association departmental directors and their families
4. Ordained and licensed ministers and their families located at conference's educational institutions
5. Conference-sponsored ordained and licensed ministers and their families located at the Seventh-day Adventist Theological Seminary at Andrews University
6. Ordained and licensed ministers and their families located at medical institutions owned or operated by the conference
7. Military and civilian chaplains and their families located in the conference territory
8. Licensed Bible instructors and their families in conference employ

Qualifications

While the research does not focus directly on the qualifications of the ministerial secretary, it is apparent from the indicated needs of ministry that certain qualifications are necessary in order to meet these needs. His primary qualification should be a

record of excellence in spiritual leadership and pastoral-evangelistic ministry encompassing a time period of several years, and including the following:

1. The importance assigned in chapter 2 to the "Personal encouragement"¹ category of need presupposes a record of personal qualities of kindness and geniality, coupled with a degree of experience in the field of counselling.

2. The importance assigned in chapter 2 to the evangelism skills, namely the "Help with getting decisions," "Assistance with personal evangelism," and "Assistance with public evangelism"² categories of need, presupposes a record of excellence in the field of evangelism.

3. The importance assigned in chapter 2 to the "Continuing education"³ category of need, presupposes a familiarity with educational standards and continuing education opportunities for the Seventh-day Adventist ministry.

4. The importance assigned in chapter 2 to the "Help in bringing revival to the pastor's congregation"⁴ category of need, presupposes a commitment to the spiritual values of the Christian faith and the Seventh-day Adventist Church.

5. The importance assigned in chapter 2 to the "Church administration expertise"⁵ area of need presupposes a record of experience and skill in the area of church administration.

¹See table 3, p. 22, no. 11.

²Ibid., nos. 5, 6, & 7.

³Ibid., no. 3.

⁴See table 3, p. 22, no. 8.

⁵Ibid., no. 4.

6. The importance assigned in chapter 2 to the "Assistance with development and utilization of resources materials"¹ area of need presupposes an acquaintance with the resource materials available to the Seventh-day Adventist ministry.

Description of Duties

Facilitate

Inasmuch as leadership in evangelism is seen among the respondents as a high priority need, and since the examples of Jesus, Paul, and Barnabus² focus upon this activity, the ministerial secretary will, in consultation with conference administration and ministry, facilitate a oneness of purpose and action in evangelistic activity among the conference ministry. In addition to the personal direction of one or more evangelistic series per year (mentioned elsewhere in this chapter) this includes:

1. Consultation with the full-time public evangelists in the conference employ, for the purpose of scheduling their meetings at least one year in advance and facilitating their activities for maximum efficiency.
2. The encouragement and facilitation of public and personal evangelism by the entire ministry of the conference, and the scheduling of these activities to minimize overlap and duplication with the full-time conference evangelists.
3. The periodic scheduling and facilitation of public meetings in the conference territory by guest evangelists.
4. In accordance with the relative importance assigned by the

¹Ibid., no. 10

²See chapter 3.

respondents to the need "Help in bringing revival to the pastor's congregation,"¹ the facilitation of nurturing programs for church members and follow-up for new members of the Seventh-day Adventist Church.

Communicate

Inasmuch as communication with the entire ministry of the conference is essential to the effectiveness of his work, it is suggested he meet regularly with the conference president to discuss plans and procedures relative to his work and the needs of the conference ministry, and that he shall communicate with his parishioners according to the following guidelines:

1. Inasmuch as "Send out a resource newsletter or other printed helps"² is seen by the respondents as an effective method for meeting ministerial needs, it is suggested that at least once per quarter, he send to his parish a newsletter, which could include reports of ministers' activities, resource suggestions, book reviews, announcements of upcoming conference meetings, and other helpful information relative to effective ministry.

2. Establish regular office hours when he may be contacted, and communicate the same to his parish.

3. At least once per year, visit the conference-sponsored students at the SDA Theological Seminary, Andrews University, reminding them of the conference's interest in their work and answering their questions relative to future ministry.

4. Inasmuch as "Become acquainted with ministers in their

¹See table 3, p. 22, no. 8.

²See table 4, p. 31, no. 17.

homes"¹ is seen by the respondents as an effective method for meeting ministerial needs, it is suggested that he spend an appreciable amount of his time at the homes or districts of his parishioners, especially the less-experienced pastors. The methods of Jesus, Paul, and Barnabas, involving association with their minister colleagues over an extended period of time,² would indicate that as far as possible, these visits should be of a few days duration; and, depending upon the individual needs of the minister, should consist of any one of or a combination of the following:

a. Inasmuch as "Personal encouragement"³ is seen by the respondents as an important ministerial need, it is suggested that he visit with the family in their home, for the purpose of encouragement and acquaintance with the needs and interests of the family.

b. Inasmuch as "Assist ministers in the field--visitation, etc."⁴ is seen by the respondents as an important method for meeting ministerial needs,⁵ it is suggested he visit, together with the minister, in the homes of interested non-members and, if requested, in the homes of members as well.

c. Inasmuch as "Give Bible studies himself"⁶ is seen by

¹Ibid., no. 16.

²See chapter 3, pp. 48-51.

³See table 3, p. 22, no. 11.

⁴See table 4, p. 30, no. 1.

⁵While technically this item falls short of the importance score necessary for inclusion as a major item in this role description, it should be noted that two of the three respondents scored this item very high, and that the ministers scored it 3.4758, or very close to the significance level.

⁶Ibid., p. 31, no. 13.

the respondents as an important method for meeting ministerial needs, it is suggested that he give Bible studies, together with the minister, in the homes of interested persons in the minister's district.

d. Inasmuch as "Assistance with development and utilization of resource materials,"¹ is seen by the respondents as an important method for meeting ministerial needs, it is suggested he be prepared to make substantiative recommendations regarding available resource materials for effective ministry.

e. Inasmuch as every pastor's program and needs are unique, it is suggested that the ministerial secretary carry on with the minister other soul-winning or pastoral activities in accordance with the minister's needs or interests.

5. In response to the previously-mentioned method, "Become acquainted with the ministers in their homes,"² it is suggested that in addition to the more lengthy, extended ministries described above, the ministerial secretary plan a shorter visit to the home of every minister in the conference at least once every two years.

Counsel

Inasmuch as "Personality differences with the Ministerial Secretary,"³ and the "fear" responses, "Fear that confidences will be divulged," and "Fear of jeopardizing standing in the conference,"⁴ are seen by the respondents as important reasons why a minister might be unwilling to seek counsel from the ministerial secretary, it is

¹See table 3, p. 22, no. 10.

²See table 4, p. 31, no. 16.

³See table 6, p. 41, no. 1.

⁴Ibid., nos. 2 and 3.

suggested that the ministerial secretary take the following steps:

1. He may personally counsel with his parish as such counsel is requested and as his limited time permits.

2. Or in accordance with the importance assigned by the respondents to the method "Refer ministers in need of counseling to other qualified persons,"¹ he may suggest the services of one or more professional Christian counselors within the territorial boundaries of the conference. If possible, he shall arrange for his parishioner financial assistance for such services through the conference medical or related policies.

Educate

In view of the biblical example of Jesus and Paul as educators of ministry,² in relationship to the emphasis of other denominations upon continuing education for their ministry,³ and recognition of the importance assigned by the respondents to the need for "Continuing education,"⁴ the ministerial secretary will facilitate the following educational opportunities for the ministry of the conference:

1. Inasmuch as "Coordinate Academy of Adventist Ministers' activities"⁵ is seen by the respondents as an important method for meeting ministerial needs, he will foster the activities of this organization.

2. Inasmuch as "Conduct small group workshops for one dozen or fewer ministers"⁶ is seen by the respondents as an important method

¹See table 40, p. 30, no. 5

²See chapter 3, pp. 48-54.

³As noted throughout chap. 4.

⁴See table 3, p. 22, no. 3

⁵See table 4, p. 31, no. 14.

⁶Ibid., p. 30, no. 4.

for meeting ministers' needs, he will foster the organization and activities of "ministeriums,"¹ or groups of seven to twelve ministers and their families. These small groups will meet regularly together for education and the sharing of problems and solutions within their individual spheres of ministry as well as fellowship and mutual inspiration.

3. He will coordinate an annual three-day workers meeting, at which aspects of ministry will be explored.

4. Inasmuch as "Continuing education"² is seen by the respondent as an important ministerial need, he will chair the conference continuing education committee. This committee facilitates the implementation of conference policy regarding sponsorships for graduate study to ministers qualifying for such.

Model

It has been mentioned that utilizing the action-reflection method, Jesus modeled for His disciples various aspects of ministry.³ Also, in view of the relative importance attached by respondents to the categories of the ministerial secretaries work involving the modeling of methods and practices of ministry, such as "Conduct evangelistic meetings himself,"⁴ it is suggested that:

1. He shall personally conduct at least one evangelistic series per year, inviting ordained and licensed ministers within the

¹A term used in the Pennsylvania Conference of Seventh-day Adventists to describe such groups.

²See table 3, p. 22, no. 3.

³See chapter 3, p. 49.

⁴See table 4, p. 31, no. 11.

territorial confines of the meetings to assist him.

2. He shall speak, when invited, in conference churches.

3. He shall, by his deportment, exemplify the best characteristics of the Seventh-day Adventist ministry.

Relationships

This project recognizes the previously cited scripture examples of Jesus, Paul, and Barnabas gave considerable emphasis to relationships with their colleagues in ministry.¹ It is further recognized that the correspondence with various denominations, cited in chapter 4, emphasizes relationships among colleagues.² With this background in mind, the following relationships are indicated:

1. With the president. Inasmuch as the categories on the questionnaire dealing with the ministerial secretary's relationship to administration are seen as of relatively little importance,³ it is suggested that he should not function as an administrator, recognizing these administrative duties will be carried by the conference president, secretary, and treasurer. It is anticipated, however, that he will communicate regularly with the administration, keeping them informed concerning the needs of the ministry.

2. With the conference executive committee. Inasmuch as the method indicated "Serve as a regular member of the conference committee,"⁴ received a mean score indicating minimal importance, it is suggested he will attend each meeting of the conference executive committee, and feel free to speak his opinion on the issues

¹See chap. 3, pp. 48-52.

²See pp. 62 and 63.

³See table 4, p. 30, no. 8.

⁴See table 4, p. 30, no. 10.

presented. However, to preserve his freedom to hold and maintain confidences among the ministry, he will not have voting status.

3. With his parish. As pastor to the conference ministry, he will need to withhold information spoken to him in the confidence of a counseling situation. If his participation in a given decision-making process at the conference level jeopardizes his ability to hold and maintain confidences, he may feel free at any time to temporarily absent himself from this process.

Conclusions and Recommendations

In addition to the conclusions and recommendations implicit in the above role description, the following are presented:

1. The findings of the project indicate, for the most part, ministers, ministerial secretaries, and presidents are in basic agreement concerning the role of the ministerial secretary. Thus, for this project, the null hypothesis is sustained.

2. The extent of the respondents' role expectations concerning the ministerial secretary imply the need for this office in every conference. It is recommended, therefore, that as far as possible, a full-time ministerial secretary be employed in each conference. In smaller conferences where budgetary and manpower limitations are present, it is suggested that a conference evangelist carry these responsibilities.

3. In view of the ever-changing patterns of ministry, it is recommended this project be replicated in two or three years in order to keep abreast of the current needs of ministry and the methods by which the ministerial secretary may meet these needs.

4. In view of the unique family needs implicit in this research, it is recommended future studies focus on the needs of the minister's wife and children.

5. The extent of the respondents' role expectations concerning the ministerial secretary, the biblical examples of ministry cited in this project and the ministry-to-ministers of other denominations cited in chapter 4, implies the need for a supportive mutual ministry among ministerial colleagues as confidants and counselors one to another.

APPENDIX A

Formal interviews used to inform and
validate the questionnaire

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

- Yes
- No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

- 1. Facilitator for continuing education for ministry
- 2. Trainer of young ministry
- 3. Liason between conference administrators and pastors
- 4. Job and district placement
- 5. Pastoral counselor to ministry and families
- 6. Resource person
- 7. Ministry to former SDA ministers
- 8. Liason to ministry of other denominations
- 9. Administration
- 10. Promoter of conference programs and policies
- 11. Facilitator of peer evaluation process
- 12. Member of conference committee
- 13. Academy of Adventist Ministers liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the "Ministerial Secretary in its ideal sense? Give reason for your answer.

- 1. Vice-President
- 2. Promoter of Conference Activity

*Questions unanswered by interviewee remain blank.

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
- 4. Pastor's Pastor
- 5. Other (specify) Also, Cont. Ed. & Per. evang.

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

- 4a Between Pastors and Ministerial Secretaries? Disagreement
- 4b Between Ministerial Secretaries and Conference administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

- 1. Conference President
- 2. Executive Secretary - Least
- 3. Sabbath School Secretary
- 4. Stewardship Secretary
- 5. Lay Activities Secretary
- 6. Youth Director
- 7. Other (specify) _____

6. Do you see your conference Ministerial Department reaching its full potential?

- 6a If so, how and why?
- 6b If not, what areas need improvement and why?

7. Other comments:

"Coacher of people rather than pusher of programs"
Cont. Education for the improvement of ministry.

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

- Yes
- No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

- Yes 1. Facilitator for continuing education for ministry
- Yes 2. Trainer of young ministry
- No 3. Liason between conference administrators and pastors
- Yes 4. Job and district placement
- No 5. Pastoral counselor to ministry and families
- Yes 6. Resource person
- Yes 7. Ministry to former SDA ministers
- Yes 8. Liason to ministry of other denominations
- No 9. Administration
- Yes 10. Promoter of conference programs and policies
- Yes 11. Facilitator of peer evaluation process
- No 12. Member of conference committee
- Yes 13. Academy of Adventist Ministers Liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its idng; same? Give reason for your answer.

- 1. Vice-President
- 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
- 4. Pastor's Pastor
- 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a Between Pastors and Ministerial Secretaries? Disagreement

4b Between Ministerial Secretaries and Conference administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

- 1. Conference President
- 2. Executive Secretary
- 3. Sabbath School Secretary
- 4. Stewardship Secretary
- 5. Lay Activities Secretary
- 6. Youth Director
- 7. Other (specify) Any minor office; Health, Temp. etc.

6. Do you see your conference Ministerial Department reaching its full potential?

No, but close

6a If so, how and why?

6b If not, what areas need improvement and why?

7. Other comments:

- 1. Role conflict with Exec Sec.
Need to be free to spend more time.
- 2. Need stronger work in continuing education.

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?
 - Yes If he is meeting the needs of ministry
 - No
2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?
 - 1. Facilitator for continuing education for ministry
 - 2. Trainer of young ministry
 - 3. Liason between conference administrators and pastors
 - 4. Job and district placement
 - 5. Pastoral counselor to ministry and families
 - 6. Resource person
 - 7. Ministry to former SDA ministers
 - 8. Liason to ministry of other denominations
 - 9. Administration
 - 10. Promoter of conference programs and policies
 - 11. Facilitator of peer evaluation process
 - 12. Member of conference committee
 - 13. Academy of Adventist Ministers liason and local activities coordinator
3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.
 - 1. Vice-President
 - 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
 - 4. Pastor's Pastor
 - 5. Other (specify) _____
4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.
 - 4a Between Pastors and Ministerial Secretaries? Disagreement
 - 4b Between Ministerial Secretaries and Conference Administration? Disagreement
 5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.
 - 5a Which would seem most conflicting? Explain.
 - 1. Conference President
 - 2. Executive Secretary
 - 3. Sabbath School Secretary
 - 4. Stewardship Secretary - least conflict
 - 5. Lay Activities Secretary
 - 6. Youth Director
 - 7. Other (specify) _____
 6. Do you see your conference Ministerial Department reaching its full potential?
 - 6a If so, how and why?
 - 6b If not, what areas need improvement and why?
 7. Other comments:
 - Shouldn't travel so much
 - Personal visitation and counseling
 - Schools for pastors in conference
 - Book - Our Task - on various aspects of ministry

ORAL QUESTIONS

Category of Worker

 President

Minister

 Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes 1. Facilitator for continuing education for ministry

Yes 2. Trainer of young ministry

Yes 3. Liaison between conference administrators and pastors

Yes 4. Job and district placement

Yes 5. Pastoral counselor to ministry and families

Yes 6. Resource person

No 7. Ministry to former SBA ministers

No 8. Liaison to ministry of other denominations

No 9. Administration

No 10. Promoter of conference programs and policies

No 11. Facilitator of peer evaluation process

No 12. Member of conference committee

Yes 13. Academy of Adventist Ministers Liaison and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in his ideal sense? Give reason for your answer.

 1. Vice-President

 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

 3. Evangelism coordinator

4. Pastor's Pastor

 5. Other (specify)

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a. Between Pastors and Ministerial Secretaries? Disagreement

4b. Between Ministerial Secretaries and Conference Administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would you least prefer conflicting with his duties as Ministerial Secretary? (One or more) Explain.

No 5a Which would seem most conflicting? Explain.

No 1. Conference President

No 2. Executive Secretary

No 3. Sabbath School Secretary

No 4. Stewardship Secretary

Yes 5. Lay Activities Secretary

No 6. Youth Director

 7. Other (specify)

6. Do you see your conference Ministerial Department reaching its full potential? No

6a. If so, how and why?

6b. If not, what areas need improvement and why?

7. Other comments:

Work with man on his turf

Two week-ends - week in between

Pastor can get fed in 10 days. Not everybody needs their help.

ORAL QUESTIONS

Category of Worker

President

Minister

Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

1. Facilitator for continuing education for ministry

2. Trainer of young ministry - not just young

3. Liason between conference administrators and pastors

4. Job and district placement

5. Pastoral counselor to ministry and families

6. Resource person

7. Ministry to former SDA ministers

8. Liason to ministry of other denominations

9. Administration

10. Promoter of conference programs and policies

11. Facilitator of peer evaluation process

12. Member of conference committee

13. Academy of Adventist Ministers liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in the ideal sense? Give reason for your answer.

1. Vice-President

2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

3. Evangelism coordinator

4. Pastor's Pastor

5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a. Between Pastors and Ministerial Secretaries?

4b. Between Ministerial Secretaries and Conference administration?

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a. Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) _____

6. Do you see your conference Ministerial Department reaching its full potential?

No
6a. If so, how and why?

6b. If not, what areas need improvement and why?

7. Other comments:

Too many conflicting duties - need full-time man

Visit each man

Hold workshops

ORAL QUESTIONS

ORAL QUESTIONS - CONTINUED

Category of Worker

___ President

x Minister

___ Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes 1. Facilitator for continuing education for ministry

Yes 2. Trainer of young ministry

Yes 3. Liaison between conference administrators and pastors

Yes 4. Job and district placement

Yes 5. Pastoral counselor to ministry and families

Yes 6. Resource person

Yes 7. Ministry to former SDA ministers

No 8. Liaison to ministry of other denominations

No 9. Administration

No 10. Promoter of conference programs and policies

No 11. Facilitator of peer evaluation process

No 12. Member of conference committee

Yes 13. Academy of Adventist Ministers Liaison and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in his ideal sense? Give reason for your answer.

___ 1. Vice-President

___ 2. Promoter of Conference Activity

___ 3. Evangelism coordinator

x 4. Pastor's Pastor

___ 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a Between Pastors and Ministerial Secretaries? Disagreement

4b Between Ministerial Secretaries and Conference administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) Egal. Liberty, etc. - minor office

6. Do you see your conference Ministerial Department reaching its full potential?

No

6a If so, how and why?

6b If not, what areas need improvement and why?

7. Other comments:

More field work

More resources available

Less pressure

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

- Yes
- No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

- 1. Facilitator for continuing education for ministry
- 2. Trainer of young ministry
- 3. Liason between conference administrators and pastors
- 4. Job and district placement
- 5. Pastoral counselor to ministry and families
- 6. If qualified - confidential Resource person
- 7. Ministry to former SPA ministers
- 8. Liason to ministry of other denominations
- 9. Administration - bogs down the man
- 10. Promoter of conference programs and policies
- 11. Facilitator of peer evaluation process
- 12. Member of conference committee
- 13. Academy of Adventist Ministers liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

- 1. Vice-President
- 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
- 4. Pastor's Pastor
- 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

- 4a Between Pastors and Ministerial Secretaries? Disagreement
- 4b Between Ministerial Secretaries and Conference administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

- No 1. Conference President
- No 2. Executive Secretary
- No 3. Sabbath School Secretary
- No 4. Stewardship Secretary
- No 5. Lay Activities Secretary
- No 6. Youth Director
- 7. Other (specify) P.R. - Rel. Liberty - Pastor Evang.

6. Do you see your conference Ministerial Department reaching its full potential?

No - 25%
6a If so, how and why?

6b If not, what areas need improvement and why?

7. Other comments:

- Monthly Resource Newsletter
- Drop by at ministerial fellowships
- Mobile telephone in car
- By request - come out to see man
- Specific training program for interns
- Problem: Image-creating, role creating

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes - if larger than 10,000
 No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

- Yes 1. Facilitator for continuing education for ministry
- Yes 2. Trainer of young ministry
- Yes 3. Liason between conference administrators and pastors
- Yes 4. Job and district placement
- Yes 5. Pastoral counselor to ministry and families
- Yes 6. Resource person
- No 7. Ministry to former SDA ministers
- No 8. Liason to ministry of other denominations
- No 9. Administration
- No 10. Promoter of conference programs and policies
- No 11. Facilitator of peer evaluation process
- Yes 12. Member of conference committee
- No 13. Academy of Adventist Ministers liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

- 1. Vice-President
- 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
- 4. Pastor's Pastor
- 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

- Generally no
- 4a. Between Pastors and Ministerial Secretaries? No disagreement
 - 4b. Between Ministerial Secretaries and Conference administration? No disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

- 5a. Which would seem most conflicting? Explain.
- 1. Conference President
- 2. Executive Secretary - least conflict
- 3. Sabbath School Secretary
- 4. Stewardship Secretary
- 5. Lay Activities Secretary - least conflict
- 6. Youth Director
- 7. Other (specify) _____

6. Do you see your conference Ministerial Department reaching its full potential? ^{How things are done depends on the man}

- No
- 6a. If so, how and why?
- 6b. If not, what areas need improvement and why?

7. Other comments:

- 1. Retrenching - combining offices
- 2. Makes a great deal of diff, whom the pres. is
- 3. Full-time M.S. important

Include ethics - not telling certain things to conference
 Lay Act. Sec. blends with M.S. well

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?
 - Yes Large conference - not small ones
 - No
2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?
 - 1. Facilitator for continuing education for ministry
 - 2. Trainer of young ministry
 - 3. Liason between conference administrators and pastors
 - 4. Job and district placement
 - 5. Pastoral counselor to ministry and families
 - 6. Resource person
 - 7. Ministry to former SDA ministers
 - 8. Liason to ministry of other denominations
 - 9. Administration
 - 10. Promoter of conference programs and policies
 - 11. Facilitator of peer evaluation process - voluntary basis
 - 12. Member of conference committee - depends on the man
 - 13. Academy of Adventist Ministers Liason and local activities coordinator
3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.
 - 1. Vice-President
 - 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
 - 4. Pastor's Pastor
 - 5. Other (specify) Coordinator of Ministerial Affairs
4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.
 - 4a. Between Pastors and Ministerial Secretaries? Disagreement
 - 4b. Between Ministerial Secretaries and Conference administration? Disagreement
 5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would be most conflicting with his duties as Ministerial Secretary? (One or More) Explain.
 - 5a. Which would seem most conflicting? Explain.
 - 1. Conference President
 - 2. Executive Secretary
 - 3. Sabbath School Secretary
 - 4. Stewardship Secretary
 - 5. Lay Activities Secretary
 - 6. Youth Director
 - 7. Other (specify) Evangelist (Best)
 6. Do you see your conference Ministerial Department reaching its full potential?
 - No
 - 6a. If so, how and why?
 - 6b. If not, what areas need improvement and why?
 7. Other comments:
 - Assessment program - measures growth of young men.
 - M.S. should be on a pastoral staff of a church.

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?
 - Yes
 - No
2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?
 - Yes 1. Facilitator for continuing education for ministry
 - Yes 2. Trainer of young ministry
 - Yes 3. Liason between conference administrators and pastors
 - Yes 4. Job and district placement
 - Yes 5. Pastoral counselor to ministry and families
 - Yes 6. Resource person
 - Yes 7. Ministry to former SDA ministers
 - Yes 8. Liason to ministry of other denominations
 - Yes 9. Administration
 - Yes 10. Promoter of conference programs and policies
 - Yes 11. Facilitator of peer evaluation process
 - Yes 12. Member of conference committee
 - Yes 13. Academy of Adventist Ministers liason and local activities coordinator
3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.
 - 1. Vice-President
 - 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
 - 4. Pastor's Pastor
 - 5. Other (specify) _____
4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.
 - 4a. Between Pastors and Ministerial Secretaries? Disagreement
 - 4b. Between Ministerial Secretaries and Conference Administration?
 5. If conference budgetary or other requirements dictate that ^{agreement} Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.
 - 5a. Which would seem most conflicting? Explain.
 - 1. Conference President - Compatible
 - 2. Executive Secretary - Compatible
 - 3. Sabbath School Secretary - Not Compatible
 - 4. Stewardship Secretary - Compatible
 - 5. Lay Activities Secretary - Compatible
 - 6. Youth Director - Compatible
 - 7. Other (specify) _____
 6. Do you see your conference Ministerial Department reaching its full potential?
 - No
 - 6a. If so, how and why? - Saddled with Stewardship too
 - 6b. If not, what areas need improvement and why?
 7. Other comments:

Equal emphasis on the quantitative, qualitative and organiz growth of the church

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

- Yes
- No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

- 1. Facilitator for continuing education for ministry
- 2. Trainer of young ministry
- 3. Liaison between conference administrators and pastors
- 4. Job and district placement
- 5. Pastoral counselor to ministry and families
- 6. Resource person
- 7. Ministry to former SDA ministers
- 8. Liaison to ministry of other denominations
- 9. Administration
- 10. Promoter of conference programs and policies
- 11. Facilitator of peer evaluation process
- 12. Member of conference committee
- 13. Academy of Adventist Ministers Liaison and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

- 1. Vice-President
- 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
- 4. Pastor's Pastor
- 5. Other (specify) Depends on administration

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

- 4a. Between Pastors and Ministerial Secretaries? Agreement
- 4b. Between Ministerial Secretaries and Conference Administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would be most conflicting with his duties as Ministerial Secretary? (One or More) Explain.

- 5a. Which would seem most conflicting? Explain. Depends on M.S. ability
- 1. Conference President
- 2. Executive Secretary
- 3. Sabbath School Secretary
- 4. Stewardship Secretary
- 5. Lay Activities Secretary
- 6. Youth Director
- 7. Other (specify) Temperance, Radio, TV, P.R.

6. Do you see your conference Ministerial Department reaching its full potential?

- No
- 6a. If so, how and why?
- 6b. If not, what areas need improvement and why?

7. Other comments:

- Need to circulate more - Needs to be mobile, close to the grass roots
- Needs to help young men in the field
- Shouldn't get involved with Lay Act. Dept. - be a little conf. president

ORAL QUESTIONS

Category of Worker

___ President

x Minister

___ Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes ___

No ___

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes ___ 1. Facilitator for continuing education for ministry

Yes ___ 2. Trainer of young ministry

Yes ___ 3. Liason between conference administrators and pastors

Yes ___ 4. Job and district placement

Yes ___ 5. Pastoral counselor to ministry and families

Yes ___ 6. Resource person

No ___ 7. Ministry to former SIA ministers

No ___ 8. Liason to ministry of other denominations

No ___ 9. Administration

No ___ 10. Promoter of conference programs and policies

Yes ___ 11. Facilitator of peer evaluation process

Yes ___ 12. Member of conference committee

Yes ___ 13. Academy of Adventist Ministers liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the "Ministerial Secretary in its ideal sense? Give reason for year answer.

___ 1. Vice-President

___ 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

___ 3. Evangelism coordinator

x ___ 4. Pastor's Pastor - Strengthen Pastor's hand in his work

___ 5. Other (specify) ___

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a Between Pastors and Ministerial Secretaries?

4b Between Ministerial Secretaries and Conference Administration?

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which could seem most conflicting? Explain.
Depends on man's background

1. Conference President

2. Executive Secretary - too close to administration

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director - not practical

7. Other (specify) ___

6. Do you see your conference Ministerial Department reaching its full potential?

No

6a If so, how and why?

6b If not, what areas need improvement and why?

7. Other comments:

Needs to see the men in the field

Should be autonomous

Important how he relates to the men

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?
 - Yes
 - No
2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?
 - 1. Facilitator for continuing education for ministry
 - 2. Trainer of young ministry
 - 3. Liason between conference administrators and pastors
 - 4. Job and district placement
 - 5. Pastoral counselor to ministry and families
 - 6. Resource person
 - 7. Ministry to former SDA ministers
 - 8. Liason to ministry of other denominations
 - 9. Administration
 - 10. Promoter of conference programs and policies
 - 11. Facilitator of peer evaluation process
 - 12. Member of conference committee
 - 13. Academy of Adventist Ministers Liason and local activities coordinator
3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.
 - 1. Vice-President
 - 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
 - 4. Pastor's Pastor
 - 5. Other (specify) _____
4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.
 - 4a. Between Pastors and Ministerial Secretaries?
 - 4b. Between Ministerial Secretaries and Conference Administration?
 5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.
 - 5a. Which would seem most conflicting? Explain.
 - 1. Conference President
 - 2. Executive Secretary - No
 - 3. Sabbath School Secretary - No
 - 4. Stewardship Secretary
 - 5. Lay Activities Secretary - complimentary
 - 6. Youth Director - No
 - 7. Other (specify) Radio, TV
 6. Do you see your conference Ministerial Department reaching its full potential?
 - 6a. Depends on Conference
 - 6b. If so, how and why?
 - 6c. If not, what areas need improvement and why?
 - Depends on the Man
 7. Other comments:
 - M.S. - facilitator - non-threatening
 - Help individual men achieve potential

ORAL QUESTIONS

ORAL QUESTIONS - CONTINUED

Category of worker

___ President

Minister

___ Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes ___ 1. Facilitator for continuing education for ministry

Yes ___ 2. Trainer of young ministry

Yes ___ 3. Liaison between conference administrators and pastors

Yes ___ 4. Job and district placement

Yes ___ 5. Pastoral counselor to ministry and families

Yes ___ 6. Resource person

Yes ___ 7. Ministry to former SMA ministers

Yes ___ 8. Liaison to ministry of other denominations

No ___ 9. Administration

No ___ 10. Promoter of conference programs and policies

No ___ 11. Facilitator of peer evaluation process

No ___ 12. Member of conference committee

Yes ___ 13. Academy of Adventist Ministers liaison and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its field today? Give reason for your answer.

___ 1. Vice-President

___ 2. Promoter of Conference Activity

___ 3. Evangelism coordinator

___ 4. Pastor's Pastor

___ 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a. Between Pastors and Ministerial Secretaries? - Disagreement

4b. Between Ministerial Secretaries and Conference Administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would be at least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a. Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) Religious Liberty, Temperance, etc.

6. Do you see your conference Ministerial Department reaching its full potential? No

6a. If so, how and why?

6b. If not, what areas need improvement and why?

7. Other comments:

Needs to get into the field

Needs to give more personal help to the men

Needs more unity of action between M.S. - Pastor - President

ORAL QUESTIONS - CONTINUED

ORAL QUESTIONS

Category of Worker

 President

 Minister

 Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes should be 10,000

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

 Yes 1. Facilitator for continuing education for ministry

 Yes 2. Trainer of young ministry

 Yes 3. Liaison between conference administrators and pastors

 Yes 4. Dependence on Job and district placement

 Yes 5. Pastoral counselor to ministry and families

 Yes 6. Resource person

 No 7. Ministry to former SDA ministers

 Yes 8. Liaison to ministry of other denominations

 No 9. Administration

 Yes 10. Promoter of conference programs and policies

 No 11. Facilitator of peer evaluation process

 Yes 12. Member of conference committee

 Yes 13. Academy of Adventist Ministers Liaison and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal setting? Give reason for your answer.

 1. Vice-President

 2. Promoter of Conference Activity

 3. Evangelism coordinator

 x 4. Pastor's Pastor

 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a Between Pastors and Ministerial Secretaries:

4b Between Ministerial Secretaries and Conference Administration:

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would have least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) Religious Library - Evang. Coordinator

6. Do you see your conference Ministerial Department reaching its full potential?

6a If so, how and why?

6b If not, what areas need improvement and why?

7. Other comments:

N.S. should spend more time with the young men. Also those who are struggling.

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

- Yes
- No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

- Yes 1. Facilitator for continuing education for ministry
- Yes 2. Trainer of young ministry
- No 3. Liason between conference administrators and pastors
- Yes 4. Job and district placement
- Yes 5. Pastoral counselor to ministry and families
- Yes 6. Resource person
- 7. Ministry to former SDA ministers
- 8. Liason to ministry of other denominations
- Yes 9. Ad-ministration
- Yes 10. Promoter of conference programs and policies
- 11. Facilitator of peer evaluation process
- No 12. Member of conference committee
- 13. Academy of Adventist Ministers liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

- 1. Vice-President
- 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
- 4. Pastor's Pastor
- 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

- 4a. Between Pastors and Ministerial Secretaries? Agreement
- 4b. Between Ministerial Secretaries and Conference Administration?

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

- 5a. Which would seem most conflicting? Explain.
- 1. Conference President
- 2. Executive Secretary
- 3. Sabbath School Secretary
- 4. Stewardship Secretary
- 5. Lay Activities Secretary
- 6. Youth Director
- 7. Other (specify) Evangelist

6. Do you see your conference Ministerial Department reaching its full potential?

- 6a. If so, how and why?
- 6b. If not, what areas need improvement and why?

7. Other comments:

Get into field with the pastor - show how to witness and how to get decisions

ORAL QUESTIONS

Category of Worker

X President

Minister

Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes 1. Facilitator for continuing education for ministry

Yes 2. Trainer of young ministry

Yes 3. Liaison between conference administrators and pastors must work with president

Yes 4. Job and district placement

Yes 5. Pastoral counselor to ministry and families

Yes 6. Resource person

No 7. Ministry to former SDA ministers not priority

No 8. Liaison to ministry of other denominations

No 9. Administration

No 10. Promoter of conference programs and policies

Yes 11. Facilitator of peer evaluation process

Yes 12. Member of conference committee

Yes 13. Academy of Adventist Ministers Liaison and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its local context? Give reason for your answer.

1. Vice-President

2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUE

3. Evangelism coordinator

X 4. Pastor's Pastor

5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a Between Pastors and Ministerial Secretaries? Agreement

4b Between Ministerial Secretaries and Conference Administration? Depends on president - some feel threatened

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would soon least conflict with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) Religious Liberty - Radio TV - P.R.

6. Do you see your conference Ministerial Department reaching its full potential?

6a If so, how and why?

6b If not, what areas need improvement and why?

7. Other comments:

More time should be spent in helping men to know how to win souls. One way: Go to the man's district and spend time with him.

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

- Yes
- No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

- Yes 1. Facilitator for continuing education for ministry
 - Yes 2. Trainer of young ministry
 - Yes 3. Liason between conference administrators and pastors
 - Yes 4. Job and district placement
 - 5. Pastoral counselor to ministry and families
 - 6. Resource person
 - 7. Ministry to former SDA ministers
 - 8. Liason to ministry of other denominations
 - 9. Administration
 - 10. Promoter of conference programs and policies
 - 11. Facilitator of peer evaluation process
 - 12. Member of conference committee
 - 13. Academy of Adventist Ministers liason and local activities coordinator
3. Which of the following titles most closely approximates the function of the Ministerial Secretary in his ideal sense? Give reason for your answer.
- 1. Vice-President
 - 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
- 4. Pastor's Pastor
- 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

- 4a. Between Pastors and Ministerial Secretaries?
- 4b. Between Ministerial Secretaries and Conference administration?

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

- 5a. Which would seem most conflicting? Explain.
- 1. Conference President
- 2. Executive Secretary
- 3. Sabbath School Secretary
- 4. Stewardship Secretary
- 5. Lay Activities Secretary
- 6. Youth Director
- 7. Other (specify) _____

6. Do you see your conference Ministerial Department reaching its full potential?

- 6a. If so, how and why?
- 6b. If not, what areas need improvement and why?

7. Other comments:

Evangel. coordinator - good combination with M.S.
 M.S. - dealing with young men - has the responsibility to prepare leaders for specialties in ministry
 Works well with Sabbath School work
 Need to keep openess so men can say: "I'm called to be a conf. president."

ORAL QUESTIONS

Category of Worker

President

Minister

Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes 10,000 full time

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes 1. Facilitator for continuing education for ministry

Yes 2. Trainer of young ministry

Yes 3. Liason between conference administrators and pastors

Yes 4. Job and district placement

Yes 5. Pastoral counselor to ministry and families

Yes 6. Resource person

No 7. Ministry to former SDA ministers

Yes 8. Liason to ministry of other denominations

No 9. Administration

Yes 10. Promoter of conference programs and policies

Yes 11. Facilitator of peer evaluation process

No 12. Member of conference committee

Yes 13. Academy of Adventist Ministers liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal setting? Give reason for your answer.

1. Vice-President

2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

3. Evangelism coordinator

4. Pastor's Pastor

5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a Between Pastors and Ministerial Secretaries? Yes

4b Between Ministerial Secretaries and Conference Administration? Some disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) Communication

6. Do you see your conference Ministerial Department reaching its full potential?

6a Doing pretty well

6b If so, how and why?

6c If not, what areas need improvement and why?

7. Other comments:

1. More time in the field--less time in the office

2. He shouldn't be an administrator--shouldn't make decisions

3. Pastors want help with their needs in the field

4. Shouldn't be an observer of what's happening--should make things happen.

ORAL QUESTIONS

Category of Worker

- President
- Minister
- Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes
No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

- 1. Facilitator for continuing education for ministry - on-the-job-training
- 2. Trainer of young ministry
- 3. Liason between conference administrators and pastors
- 4. Job and district placement
- 5. Pastoral counselor to ministry and families
- 6. Resource person
- 7. Ministry to former SDA ministers - not priority
- 8. Liason to ministry of other denominations
- 9. Administration
- 10. Promoter of conference programs and policies
- 11. Facilitator of peer evaluation process
- 12. Member of conference committee
- 13. Academy of Adventist Ministers Liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

- 1. Vice-President
- 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

- 3. Evangelism coordinator
- 4. Pastor's Pastor
- 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

- 4a. Between Pastors and Ministerial Secretaries? - agree
- 4b. Between Ministerial Secretaries and Conference administration?

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

- 5a. Which would seem most conflicting? Explain.
- 1. Conference President
- 2. Executive Secretary
- 3. Sabbath School Secretary
- 4. Stewardship Secretary - compatible
- 5. Lay Activities Secretary
- 6. Youth Director
- 7. Other (specify) Conference Evangelist

6. Do you see your conference Ministerial Department reaching its full potential? No

- 6a. If so, how and why?
- 6b. If not, what areas need improvement and why?

7. Other comments:

- 1. Need to define objectives
- 2. Set goals
- 3. Set up controls to see whether they're reaching their goals
- 1. Evaluation - needed by layman
- 2. Billy Graham - organ. plans to prepare for
- 1. Short, concentrated seminars
- 2. Monthly regional instruction
- 3. Publish paper

ORAL QUESTIONS

ORAL QUESTIONS - CONTINUE

Category of Worker

____ President

____ Minister

X Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes 15,000 - or 100 employers

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes 1. Facilitator for continuing education for ministry

Yes 2. Trainer of young ministry

No 3. Liaison between conference administrators and pastors - should go direct

No 4. Job and district placement - not family

Yes 5. Pastoral counselor to ministry and families

Yes 6. Resource person

Yes 7. Ministry to former SDA ministers

No 8. Liaison to ministry of other denominations

No 9. Administration

Yes 10. Promoter of conference programs and policies

No 11. Facilitator of peer evaluation process

No 12. Member of conference committee - rotation basis with others

Yes 13. Academy of Adventist Ministers liaison and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

____ 1. Vice-President

X 2. Promoter of Conference Activity

____ 3. Evangelism coordinator

X 4. Pastor's Pastor

____ 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

6a Between Pastors and Ministerial Secretaries? agreement

6b Between Ministerial Secretaries and Conference administration?

A job description needed

Disagreement

5. If conference body, duty or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem to be conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary - Vice President

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) Evangelist

6. Do you see your conference Ministerial Department reaching its full potential?

6a If so, how and why?

6b If not, what areas need improvement and why?

7. Other comments:

1. More effective training and educating and developing the minister.

2. Workshops - workers in conference.

Women - sponsored workshops

Monthly worker's meeting - whole day for interns for several mos.

3. Study church manual with interns and show him office.

ORAL QUESTIONS

Category of Worker

___ President

___ Minister

* ___ Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes - If more than 50 workers in conf.

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes ___ 1. Facilitator for continuing education for ministry

Yes ___ 2. Trainer of young ministry

Yes ___ 3. Liason between conference administrators and pastors

Yes ___ 4. Job and district placement

Yes ___ 5. Pastoral counselor to ministry and families

Yes ___ 6. Resource person

No ___ 7. Ministry to former SDA ministers

Yes ___ 8. Liason to ministry of other denominations

No ___ 9. Administration

No ___ 10. Promoter of conference programs and policies

Yes ___ 11. Facilitator of peer evaluation process

No ___ 12. Member of conference committee

Yes ___ 13. Academy of Adventist Ministers Liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

___ 1. Vice-President

___ 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

___ 3. Evangelism coordinator

___ 4. Pastor's Pastor

___ 5. Other (specify) Director of Ministerial Affairs

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a. Between Pastors and Ministerial Secretaries? - No essential disagreement

4b. Between Ministerial Secretaries and Conference administration? Yes

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would most least conflict with his duties as Ministerial Secretary? (One or More) Explain.

5a. Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) Communication Director

6. Do you see your conference Ministerial Department reaching its full potential? No

6a. If so, how and why?

6b. If not, what areas need improvement and why?

7. Other comments: 1. Opportunity for personal interaction with workers in their districts.

1. Advantage of full-time M.S.: Doesn't need, by virtue of his responsibility, to make decision relative to man's job and future.

2. Spiritual Attention to administer spiritual, social and emotional needs.

3. Have 7 people in continuing educ. committee.

ORAL QUESTIONS

Category of Worker

- President
 Minister
 Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

- Yes
 No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

- Yes 1. Facilitator for continuing education for ministry
 Yes 2. Trainer of young ministry
 Yes 3. Liason between conference administrators and pastors
 Yes 4. Job and district placement
 Yes 5. Pastoral counselor to ministry and families
 Yes 6. Resource person
 No 7. Ministry to former SDA ministers
 No 8. Liason to ministry of other denominations
 No 9. Administration
 No 10. Promoter of conference programs and policies
 Yes 11. Facilitator of peer evaluation process
 No 12. Member of conference committee
 Yes 13. Academy of Adventist Ministers Liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

1. Vice-President
 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

3. Evangelism coordinator
 4. Pastor's Pastor
 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

- 4a. Between Pastors and Ministerial Secretaries? Disagreement
 4b. Between Ministerial Secretaries and Conference Administration?

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would even least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a. Which would seem most conflicting? Explain.

1. Conference President Yes
 2. Executive Secretary Yes
 3. Sabbath School Secretary Yes
 4. Stewardship Secretary Yes
 5. Lay Activities Secretary Yes
 6. Youth Director ?
 7. Other (specify) P.R. _____

6. Do you see your conference Ministerial Department reaching its full potential? No

- 6a. If so, how and why?
 6b. If not, what areas need improvement and why?

7. Other comments:

1. Two kinds of M.S.:
 1. One Job
 2. Saddled with various other assignments
 2. Needs to be neutral individual
 3. Not on Conference Committee
 4. M.S. and President need to work together
 Local President - The Big Gun!

ORAL QUESTIONS

Category of Worker

President

Minister

Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes

No

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

1. Facilitator for continuing education for ministry

2. Trainer of young ministry

3. Liason between conference administrators and pastors

4. Job and district placement

5. Pastoral counselor to ministry and families

6. Resource person

7. Ministry to former SDA ministers

8. Liason to ministry of other denominations

9. Administration

10. Promoter of conference programs and policies

11. Facilitator of peer evaluation process

12. Member of conference committee

13. Academy of Adventist Ministers Liason and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

1. Vice-President

2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

3. Evangelism coordinator

4. Pastor's Pastor

5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement Between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a Between Pastors and Ministerial Secretaries? Agreement

4b Between Ministerial Secretaries and Conference Administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary

X 5. Lay Activities Secretary Can work pastor and laymen together

6. Youth Director

7. Other (specify) Spirit of Prophecy, Religious Liberty

6. Do you see your conference Ministerial Department reaching its full potential? No

6a If so, how and why?

6b If not, what areas need improvement and why?

7. Other comments:

1. Need to get to the field

2. Give assistance to the men directly

3. Need to provide more materials and assistance about: Church administration
Sabbath-keeping

4. Need to get away from administration

ORAL QUESTIONS

ORAL QUESTIONS - CONTINUED

Category of Worker

____ President

____ Minister

X Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes _____

No _____

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes 1. Facilitator for continuing education for ministry

Yes 2. Trainer of young ministry

Yes 3. Liaison between conference administrators and pastors

No 4. Job and district placement

Yes 5. Pastoral counselor to ministry and families

Yes 6. Resource person

Yes 7. Ministry to former SDA ministers

Yes 8. Liaison to ministry of other denominations

No 9. Administration

Yes 10. Promoter of conference programs and policies

Yes 11. Facilitator of peer evaluation process

Yes 12. Member of conference committee

Yes 13. Academy of Adventist Ministers Liaison and local activities coordinator

3. Which of the following titles most closely approximates the function of the ministerial secretary in its ideal sense? Give reason for your answer.

____ 1. Vice-President

____ 2. Promoter of Conference Activity

3. Evangelism coordinator

X 4. Pastor's Pastor

____ 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a Between Pastors and Ministerial Secretaries? Disagreement

4b Between Ministerial Secretaries and Conference administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

It depends on the president of conference

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) _____

6. Do you see your conference Ministerial Department reaching its full potential?

No

6a If so, how and why? More inservice work with men needed.

6b If not, what areas need improvement and why?

7. Other comments:

Has monthly workshop meeting with pastor in area of conference, becomes devotional and problem-solving activity.

Interview 25

ORAL QUESTIONS

Category of Worker

___ President

___ Minister

___ Ministerial Secretary

1. Do you see the need for a full-time Ministerial Secretary at the conference level?

Yes ___

No ___

2. What broad areas should the work of the Ministerial Secretary include? What should be excluded? What should be added?

Yes ___ 1. Facilitator for continuing education for ministry

___ 2. Trainer of young ministry

Yes ___ 3. Liaison between conference administrators and pastors

___ 4. Job and district placement

Yes ___ 5. Pastoral counselor to ministry and families

Yes ___ 6. Resource person

No ___ 7. Ministry to former SDA ministers

Yes ___ 8. Liaison to ministry of other denominations

No ___ 9. Administration

___ 10. Promoter of conference programs and policies

No ___ 11. Facilitator of peer evaluation process

Yes ___ 12. Member of conference committee

Yes ___ 13. Academy of Adventist Ministers Liaison and local activities coordinator

3. Which of the following titles most closely approximates the function of the Ministerial Secretary in its ideal sense? Give reason for your answer.

___ 1. Vice-President

___ 2. Promoter of Conference Activity

ORAL QUESTIONS - CONTINUED

___ 3. Evangelism coordinator

___ 4. Pastor's Pastor

___ 5. Other (specify) _____

4. Do you feel there is 1. Agreement or 2. Disagreement between conference ministry and administration relative to the role of the Ministerial Secretary? Explain.

4a Between Pastors and Ministerial Secretaries? Disagreement

4b Between Ministerial Secretaries and Conference Administration? Disagreement

5. If conference budgetary or other requirements dictate that the Ministerial Secretary hold another office, which of the following departments would seem least conflicting with his duties as Ministerial Secretary? (One or More) Explain.

5a Which would seem most conflicting? Explain.

1. Conference President

2. Executive Secretary

3. Sabbath School Secretary

4. Stewardship Secretary - Least Conflicting

5. Lay Activities Secretary

6. Youth Director

7. Other (specify) Also Religious Liberty or Communications

6. Do you see your conference Ministerial Department reaching its full potential? No

6a If so, how and why?

6b If not, what areas need improvement and why? Need to get into the field more with the men.

7. Other comments:

APPENDIX B

Questionnaire sent to potential

respondents

THE ROLE OF THE CONFERENCE MINISTERIAL SECRETARY IN NORTH AMERICA

I. Which of the following most closely describes your opinion of the relative importance of the work of the Conference Ministerial Secretary? Check one.

- 1. Less important than other departments of the conference.
2. Approximately equal in importance to other conference departments.
3. More important than some departments, less important than others.
4. The most important department in the conference.

II. Listed here are needs of the Seventh-day Adventist Ministry that could potentially be met or assisted by the Conference Ministerial Association. On a scale of 1-5, indicate your opinion of their degree of importance. 1 to indicate that it is definitely not important and 5 to indicate that it is extremely important.

Table with 11 rows of needs and a scale of 1-5. Needs include: Personal problems, Family problems, Continuing education, Church administration expertise, Help with getting decisions, Assistance with personal evangelism, Assistance with public evangelism, Help in bringing revival to Pastor's congregation, Achieving unity in the local congregation, Assistance with development and utilization of resource materials, Personal encouragement.

Your comments would be appreciated. Place them on reverse side.

III. Keeping in mind the above list of needs, indicate the value of the following methods for meeting the needs of ministers. 1 to indicate that the given method is definitely not effective and 5 to indicate that it is extremely effective.

Definitely not effective 1..2..3..4..5 Extremely effective

The Ministerial Secretary should:

(circle your answer)

- 1. assist ministers in the field--visitation, etc.
2. coordinate graduate study programs for ministers.
3. counsel ministers about personal problems.
4. conduct small group workshops for one dozen or fewer ministers.
5. refer ministers in need of counseling to other qualified persons.
6. conduct larger group workshops for the entire conference ministry.
7. be available at the office.
8. assist the Conference President with administration.
9. assist with achieving unity in the local congregation.
10. serve as a regular member of the conference committee.
11. conduct evangelistic campaigns himself.
12. keep in touch with ministers by letter or phone.
13. give Bible studies himself.
14. coordinate Academy of Adventist Ministers' activities.
15. conduct a formal evaluation of pastors' programs.
16. become acquainted with ministers in their homes.
17. send out a resource newsletter or other printed helps.
18. promote conference programs to the ministry.

IV. Due to budgetary and other requirements, most conferences ask their Ministerial Secretary to hold an additional office. Keeping his time, possible role conflict, and other factors in mind, rate the following conference duties on a scale of 1-5 to indicate the degree of conflict or compatibility with his duties as Ministerial Secretary. 1 to indicate absolute conflict with his ministerial duties and 5 to indicate complete compatibility with his Ministerial duties.

Absolutely conflicting 1..2..3..4..5 Completely compatible

Degree of compatibility of duties of Ministerial Secretary with:
(Circle your response)

- 1. President 1 2 3 4 5
- 2. Executive Secretary 1 2 3 4 5
- 3. Treasurer 1 2 3 4 5
- 4. Sabbath School Secretary. 1 2 3 4 5
- 5. Stewardship Secretary 1 2 3 4 5
- 6. Lay Activities Secretary. 1 2 3 4 5
- 7. Youth Director. 1 2 3 4 5
- 8. Communications Secretary. 1 2 3 4 5
- 9. Religious Liberty Secretary 1 2 3 4 5
- 10. Educational Secretary 1 2 3 4 5
- 11. Medical Secretary 1 2 3 4 5
- 12. Health Education Secretary. 1 2 3 4 5
- 13. Publishing Secretary. 1 2 3 4 5
- 14. Evangelist 1 2 3 4 5
- 15. Church Pastor 1 2 3 4 5

Feel free to share your thoughts on the reverse side

V. For what reasons might a Seventh-day Adventist minister be unwilling to seek counsel from his conference Ministerial Secretary? Rate the following possibilities as to their importance. 1 to indicate very unimportant and 5 to indicate very important as a possible reason why he would not seek counsel in this manner.

Very unimportant 1..2..3..4..5 Very important

A minister might not counsel with the Ministerial Secretary because:

- 1. of personality differences with the Ministerial Secretary. 1 2 3 4 5
- 2. of fear that confidences will be divulged. 1 2 3 4 5
- 3. of fear of jeopardizing standing in the conference. 1 2 3 4 5
- 4. he does not consider it the duty of the Ministerial Secretary. . . 1 2 3 4 5
- 5. of shyness on the part of the minister. 1 2 3 4 5
- 6. the Ministerial Secretary is too busy. 1 2 3 4 5
- 7. the Ministerial Secretary is not qualified to counsel. 1 2 3 4 5
- 8. the Ministerial Secretary is hard to reach when needed. 1 2 3 4 5

VI. If you were to list one area in which the Conference Ministerial Secretary needs to improve his service to the Seventh-day Adventist Ministry, what would it be?

Place here any further comments you may have concerning the work of the Conference Ministerial Secretary in North America.

APPENDIX C

Letter sent to potential respondents

with questionnaire



UPPER COLUMBIA CONFERENCE

November 17, 1976

Pastor S. P. Vitrano
204 Hillcrest Dr.
Berrien Springs
MI 49103

Dear Brother Vitrano:

Inundated with mail calling for our reaction and response, we are sometimes tempted to lay some of it aside. However, this short survey is so vitally important to the needs of our North American ministry that I urge you to take a few minutes to respond.

I am sending you the enclosed questionnaire as a part of my Doctor of Ministry project at Andrews University. From this survey we hope to arrive at a job description for the conference Ministerial Secretary in North America from the standpoint of the needs of ministry and administration.

Both the Seminary and Ministerial Association are anxious to see what the tabulation of these responses might indicate. Because the responses are relatively few, yours is important!

I am sure you are busy today, but won't you take a moment right now, while you are thinking about it, to go carefully through the survey.

Please be as candid as possible. Notice that there is no place to sign your name since there is no need to link specific names to specific responses. We have enclosed a pre-addressed, stamped envelope in an effort to make it as convenient as possible for you.

Thank you so much for your assistance.

Sincerely yours,

William McVay, Evangelist
Upper Columbia Conference

WM/b
Encs.

APPENDIX D

First reminder sent to remaining


potential respondents

Elder William H. McVay
N. 11407 Lancelet Drive
Spokane, WA 99218
December 8, 1976

Dear Fellow Minister,

Have you filled out the survey about the role of the Conference Ministerial Secretary in North America? If you have, thanks so much. If not, won't you take 10 minutes right now to complete and send it in the pre-addressed, stamped envelope provided. Your opinion is crucial to the completion of this project.

Cordially yours,



William H. McVay, Evangelist
Upper Columbia Conference

APPENDIX E

Second reminder sent to remaining
potential respondents

APPENDIX F

General Conference Role Description

for Ministerial Association

MINISTERIAL ASSOCIATION

A branch of the General Conference, headed by a secretary and three associate secretaries, that endeavors through its professional journal, The Ministry, its conventions, institutes, and evangelistic field schools to elevate the spiritual experience of, and increase the efficiency of, its ministerial, evangelistic, and other gospel workers.

The organization is represented in each division of the world field by a division Ministerial Association secretary and is expanding to include secretaries also in certain union and local conferences, especially outside North America.

Action to establish a Ministerial Commission was taken at the General Conference session of May, 1922. A. G. Daniells, who for 21 years had been the president of the General Conference, was asked to head the new commission. He had a deep conviction that ministers should rise above their routine responsibilities, deepen their personal consecration, and broaden their preaching. He felt strongly that ministers should emphasize not only the distinctive doctrines of SDA's but also the basic fundamentals of faith and life and especially righteousness by faith as presented in the Minneapolis General Conference session of 1888.

The commission, organized on Sept. 25, 1922, soon came to be known as the Ministerial Association, with a field constituency of--

ministers, licentiates, Bible workers, editors of denominational papers, medical heads of sanitariums and superintendents of nurses' training schools, heads of senior and junior colleges and academies (Actions of the Autumn Council, 1923, p. 6).

Between 1923 and 1925 the commission conducted many ministerial institutes throughout the United States. During a Southern Union institute held in Nashville, Tennessee, in 1926, the conclusion was reached that additional help was needed not only for the conducting of institutes but for the preparation of reading materials for ministers. As a result L. E. Froom, editor of the Watchman, was called to assist A. G. Daniells in 1926, and was associated with him until Daniells' death in 1935. At the Milwaukee General Conference session that same year nine outstanding leaders presented papers with a view to strengthening the ministry. Among these were W. W. Prescott, O. Montgomery, E. K. Slade, C. B. Haynes, I. H. Evans, as well as Daniells and Froom. Their presentations were later published in leaflet form and sent to ministers far and wide.

From his studies, Daniells prepared a manuscript, later published under the title Christ Our Righteousness, that virtually became a textbook for the ministerial institutes.

In 1928 a monthly periodical, The Ministry, was launched, with the purpose, as stated in its initial number, of: "1. deepening the spiritual life, 2. developing the intellectual strength, and 3. increasing the soul-winning efficiency of the members of the association" (1:16, January, 1928). It carried in its first editorial column a discussion of righteousness by faith.

Ministerial Association - 2

Some of its regular features were headed "Forward and Upward," "Around the World Circle," "Delving Into the Word," "Kindly Correctives," "Bible Workers' Exchange," and "The Minister's Books," and there was also a forum on methods.

First issued in digest size, it was later enlarged. By this time the Ministerial Association was well under way. It was not a department but rather an association embracing all the ministers and denominational workers throughout the world. Its objectives were to serve all workers equally by endeavoring to help in the development of Christian character and especially to encourage deeper spirituality.

Another important step was taken, that of providing special help for the ministry through what was known as the Ministerial Reading Course. Many original books were produced specifically for these readers.

Upon the resignation of Daniells, in 1931, I. H. Evans was appointed the Ministerial Association secretary, and Meade McGuire was added to the staff. During the 1930's the Ministerial Association assumed an increasing influential role in the denominational structure.

In the 1941 session the General Conference passed several recommendations, framed in the ministerial council preceding the conference. These recommendations called for more field participation in a greater evangelism, and recommended that one of the (three) secretaries of the Ministerial Association be "an experienced, successful evangelist," who would assist in evangelistic institutes and foster the training of evangelists for metropolitan areas, and that another be "a qualified, experienced Bible worker" to foster the work of the Bible instructors and develop advanced training courses. For this purpose R. Allan Anderson was called as associate secretary and Louise C. Kleuser as assistant (later an associate). Through the years association secretaries have taught many courses in the Seventh-day Adventist Theological Seminary, both at home and in extension sessions. In 1953 a large committee known as the Ministerial Training Advisory Committee was organized, and recommendations were made for the building up of the ministerial training program on all levels.

The present program of ministerial training operating in North America calls for graduate work leading to the degree of Bachelor of Divinity, which is the recognized standard for ministerial preparation. In all of these advance steps since 1922 the Ministerial Association has played a major role.

THE MINISTERIAL SECRETARY

INTRODUCTION

In the work that has been assigned to the Ministerial Association secretary there are various publics with which he must communicate. They are as follows:

1. Pastors and special ministries
2. Evangelists and Bible instructors
3. Congregations
4. Administrators
5. Departmental secretaries
6. College theological and seminary students
7. The Ministerial Association

Within these relationships are certain roles which he is expected to assume and for which he must have the necessary competency:

1. Evangelist
2. Revivalist
3. Counselor
4. Educator
5. Recruiter
6. Promoter
7. Writer

If he is to direct their work, evangelists will expect that he have a first-hand knowledge of evangelism through personal experience. Pastors will be more likely to follow his leadership if they are aware that he has been a successful pastor himself. Likewise, congregations will respond more readily to him if he is effective as a preacher, a man of spirituality with a shepherd's heart. Administrators can feel more comfortable with him if they are as confident of his loyalty as they are of his qualifications. The departmental secretaries will welcome him as a colleague if they feel he has the spirit of cooperation rather than competition. Young men studying for the ministry will look to him for guidance and inspiration.

The Ministerial Association must be able to rely upon him unreservedly

in fulfilling the functions of his office and carrying out the objectives of that body.

Above and beyond all of this, he must be God's man doing God's work in God's cause.

There are two parts to this presentation. Part I is an outline of the several relationships. Part II is a discussion of these relationships and roles. We express our appreciation to all who have helped us in formulating this job description and analysis of the work of the ministerial secretary. We especially say "thank you" to John Osborn, ministerial secretary for the Pacific Union, who presented a comprehensive paper to our Advisory on this important subject. It is our hope that this will help to clarify the thinking of both the ministerial secretaries and our much appreciated administrators as to the scope of the work which has been assigned to us. God bless us all in our service to His holy cause.

MINISTERIAL ASSOCIATION

All Seventh-day Adventist ministers are members of the Ministerial Association and form the primary group which the ministerial secretary serves. The secretary's responsibility includes the spiritual growth and professional training of the minister as well as the coordination of evangelism throughout the world field. His specific duties may be broken down as follows:

- A. To serve in an advisory capacity for spiritual leadership, which includes:
 - 1. Counseling with administrators regarding plans and policies involving the soul-winning program.
 - a. Assisting administrators in the development of special meetings (when requested): development of plans for workers' meetings, carrying out details for camp meeting planning and assisting in planning ministerial institutes.
 - b. Serving on special committees (as assigned): ministerial education, divorce and remarriage, minister placement, etc.
 - c. Acting in an advisory capacity: representing feelings and points of view of pastors, suggesting ways of maintaining or improving field-administrative relationships, and representing administration to the field as requested.
 - 2. Taking a personal interest in the ministers' spiritual life and serving pastors as a counselor in helping them to cope with personal problems, in helping with family problems, and in the solving of church problems.
 - 3. Upholding and advancing the faith and doctrine of the church.
- B. To emphasize and encourage a well-balanced, continuous soul-winning program which includes:
 - 1. Coordinating the work of public evangelism by developing annual schedules of evangelistic meetings, by making evangelistic materials available, by attending evangelistic meetings in progress, and through the planning of evangelistic councils.
 - 2. Training and assisting pastors and evangelists in the planning and conducting of evangelistic campaigns.
 - 3. Personal participation in revival and evangelistic campaigns as may be arranged.
 - 4. Manifesting an interest in the work and training of Bible instructors.
 - 5. Encouraging and coordinating programs which enlists, trains and involves every member of the church in soul-winning and in all services of the church.
 - 6. Cooperating with the Seminary Field School of Evangelism program.

C. To raise the standards of ministerial performance by:

1. Promoting Biblical scholarship within the framework of sound doctrine.
2. Inspiring a more diligent study of the writings of Ellen G. White.
3. Encouraging the development of preaching and pastoral skills.
4. Urging the importance of persevering the reverence, dignity and beauty of the worship services of the church.
5. Suggesting books, articles, visual aids, sermon ideas, and other evangelistic materials that will stimulate better preaching.
6. Helping to plan a well-balanced preaching year.
7. Encouraging the effective use of THE MINISTRY magazine.
8. Ministering to young pastors through personal visits, in group discussions, and at special convocations.
9. Taking an interest in special ministries such as those of hospital chaplains, college campus pastors, and youth pastors.

D. To inspire and recruit candidates for the ministry by:

1. Using every opportunity to present before the youth of the church the challenge of Christian service and the high calling of the ministry.
2. Conducting weeks of prayer as invited by our educational institutions.
3. Maintaining regular contact with ministerial students in our colleges and training schools.
4. Encouraging pastors to inspire young men to study for the ministry.

E. To conduct or participate in training programs for ministerial workers through:

1. Field schools of evangelism.
2. Ministerial institutes and retreats.
3. Promotion of Academy of Adventist Ministers' membership and continuing education programs.
4. Extension schools for the up-grading of men already in ministerial service, in cooperation with colleges and training schools.

F. To assist the pastor in the development of his skills as a leader of worship, as a preacher of the Word, as an administrator of the church, as an organizer of the congregation, and as a teacher of the truth.

G. To maintain communication with the field by:

1. Preparing bulletins and reports.
2. Sharing of successful ministerial and evangelistic techniques with THE MINISTRY magazine and Tape-of-the-Month Club.
3. Contributing articles to our denominational papers, thus keeping before all the high calling of the ministry.

PART II

I. The Pastor and Specialized Ministries

The pastors form the largest group which the ministerial secretary serves. It is also a very important group. On the pastor rests three significant responsibilities - (1) the numerical growth of the church, (2) the spiritual well-being of its members, and (3) raising the major financial resources of the denomination. Therefore, he must be kept strong, spiritually and professionally. It is the responsibility of the ministerial secretary to help the pastor improve his skills and become increasingly competent in the various roles of his office.

In some instances the pastor may be more qualified in pastoral ministry than the ministerial secretary. This does not prevent him from becoming a resource man. He can make available to the pastors new and up-to-date information in many areas of his professional interest such as preaching, worship administration, organization, etc. The pastor will welcome fresh ideas regarding any aspects of his work. He will also appreciate suggestions for the development of more balance in the roles of his ministry. He knows that he should be engaged more in proclamation of the gospel and less in administration of church machinery.

The Blizzard survey of 1957 requested several hundred pastors to list their six main roles first, in the order of their importance to them and second in the order of time which they consume. Preaching and pastoral care stood at the top of their lists as their most important roles. Administration headed the list of their most time-consuming role. A survey conducted by John Osborn, ministerial secretary of the Pacific Union, of 1400 pastors in the North American Division in 1958 revealed the same basic results. Consequently, the ministerial secretary must do more than help the pastor improve his skills. He must help the pastor balance his roles so that his major emphasis will be ministry to people rather than to things.

Some look upon the ministerial secretary as the pastor's pastor. They come to him as a counselor. Pastors have personal problems, too. They also have family problems. All of us know of pastors who have left the ministry because of family failure ending in divorce. In addition to the trauma which it brings to his family and to his church there is the loss to the denomination. A ministerial secretary who has training in the field of counseling can be in a position to help, if he has earned the confidence of his pastors. He is more likely to have access to the ailing situation than an authority figure who has the power of hiring or firing.

It is important that the ministerial secretary cultivate the friendship of the young pastors, particularly those who have been in the work five years or less. Studies reveal these to be the crisis years. It is during this time that many young men drop out of parish ministry. They turn to other types of church vocation or they leave church employment. This is also true in the Seventh-day Adventist Church. The financial losses, to say nothing of manpower losses, to the conferences are a cause of deep concern. Time, money and effort have been invested with only minimal returns.

There are three ways by which the ministerial secretary can come to grips with this situation. The first is frequent personal contact. The young pastor, upon leaving the seminary and entering the field often discovers that his seminary training has not adequately equipped him for the work he is expected to do. He feels frustrated. Sometimes there is a lack of compatibility between him and his supervising pastor. Then again, he may feel he is "out there alone" or that parish ministry is far different than he expected it to be. An alert and understanding ministerial secretary could make the difference in his decision to leave the parish or remain.

Secondly, the ministerial secretary can arrange group meetings of young pastors. When brought together with their peers, they can in what might be called a "group therapy" situation, work through their problems and frustrations. Thirdly, the ministerial secretaries of some conferences have received authorization to conduct convocations for young pastors on a monthly or quarterly basis. They come together for an entire day. They discuss matters pertinent to their ministry. They receive instruction relevant to their needs. Thus they are strengthened, encouraged and less likely to consider leaving the parish.

Recruitment of young men for ministerial training is another work of the ministerial secretary. Many are content to leave this to the theological departments of the colleges. What the colleges are doing should be continued. Added to this should be a planned program of recruiting by the Ministerial Association.

Recruiting can be done in a number of ways. There are opportunities to speak to large convocations of youth on the high calling of the ministry. The Association and the college can unite in planning a "Career Week" on campus. Successful pastors in the local conference may be invited to take the chapel hour, to speak at men's worship, to speak at the Sabbath worship hour, on the call to the ministry or kindred subjects. Their mingling with student groups and conducting discussion sessions may result in young men deciding to respond to the call of God and change their major to theology in preparation for the ministry. The vision and ingenuity of a ministerial secretary and religion department faculty can make such a venture highly rewarding.

The best source of supply for recruits for the ministry has proven to be the local church pastor. More men enter the ministry because of the influence of a pastor than for any other reason. This great potential needs to be exploited. By presentations at workers' meetings, and through personal contacts with local pastors, the ministerial secretary can help him develop a consciousness of his influence upon young men. Thus the source of supply of recruits for ministry can be increased in quantity and quality.

In every conference there are special ministries. These include the hospital chaplain, and Bible worker as well as the campus pastor. The uniqueness and special nature of their ministry tends to isolate them from the mainstream of pastoral ministry. They have developed their own organizational structure to cope with their special problems. However, they still belong to the conference in which they work. It is the obligation of the ministerial secretary to show an interest in their ministry and to include them in the ministerial family for whom he labors.

II. Evangelists and Bible Instructors

The ministerial secretary may be requested to coordinate the evangelistic program of a conference in which there is one or more conference evangelists. It then becomes his task to develop the annual schedule of evangelistic meetings in consultation with administration. In order to use the conference evangelistic appropriation wisely he may find it necessary to stockpile evangelistic materials in order to effect a substantial savings. He will think in terms of evangelistic seminars and councils for the purpose of improving the soul-winning potential of his evangelists.

The Bible instructor's improvement is also to be the concern of the ministerial secretary. In some conferences there are male as well as female Bible instructors. They need personal guidance and assistance in their specialized ministry. From time to time they also need to meet together for instruction and inspiration. As in the instance of the pastors and evangelists, meetings for the Bible instructors are under the direction of administration. But recommendation of such councils is within the prerogative of the ministerial secretary.

Another important aspect of his work is that of encouraging pastors to conduct public evangelistic meetings. Across North America there has been an increasing trend to leave public evangelism to the professional evangelist. The pastor feels that he is not adequately trained for this type of work. He is fearful of failure with the resultant embarrassment before his congregation. This problem can be solved in some degree by the development of pastoral-evangelistic institutes. In these, pastors can be taught how to gain and hold an audience and how to bring people to a decision for Christ. To increase the local pastor's soul-winning potential a little may not be impressive of itself. But the total increase of souls for a conference in the course of a year might be most impressive. In any event, an objective of the Ministerial Association must be that of helping the pastors develop a well-rounded and continuous soul-winning program. Evangelism is not to be a seasonal thing engaged in spasmodically, but it must become a way of life for the pastor and his congregation.

Whenever the seminary arranges for a Field School of Evangelism in a conference the ministerial secretary should support it. He may not be asked to participate in it, but he should show his interest by attendance at the classes and evangelistic meetings whenever possible. A close cooperation between the seminary and the Ministerial Association can enhance the success of the Field School program.

III. Congregations

His ministry to congregations is only by invitation. However, he can assist the pastor in spiritually strengthening the church family through revivals, weeks of prayer and schools of prayer. His presence in the local church can prove a blessing to pastor and members alike.

The Spirit of Prophecy repeatedly emphasizes the importance of the pastor as a trainer of laymen. It reminds him that he is to put ten men to work and not attempt to do the work of ten. This involves various types of lay training to which the ministerial secretary can contribute.

The laity may be trained in three different capacities, i.e. soul winning, church leadership and shepherding. The ministerial secretary is aware that training of laymen for winning the lost is the primary function of the Lay Activities Department. This does not mean that the ministerial secretary should avoid this endeavor, as we shall see later in the paper. In the matter of lay shepherding many of the minor yet time consuming matters of pastoral care can be assumed by laymen if they are properly trained.

IV. Administrators

The ministerial secretary is aware that the only administrative authority which he exercises is that delegated to him by the conference president. In all of his planning he needs to be in close communication with his president; thus he will avoid assuming authority which is not his. Any programs which he initiates that might infringe on executive authority should first be cleared.

He will be asked to serve on special committees which have a close concern to his specialized field. Such committees may deal with the matters of ministerial education, divorce and remarriage, distribution of ministers within the conference, etc. Such committees have only recommendatory powers and are subject to the conference executive committee endorsement.

There should be a spirit of loyalty and close cooperation with administration. Since his duties keep him in close contact with the pastors, the ministerial secretary is in a position to favorably represent administration to the field. He can also convey the feelings and viewpoints of the field to administration.

V. Departmental Secretaries

The independent orbital concept of departmental functioning has been with us a long time. It has been traditional for each department to move in its own sphere with only casual relationships to the others. At times this has led to a spirit of competitiveness. The Ministerial Association should use its influences to encourage cooperation rather than competition. Departmental strands woven into the strong rope of unity can exert a far greater pull for the gospel. In its position of equal status the Ministerial Association should foster the team concept.

It can encourage joint ventures with other departments such as working closely with the health secretary in medical-ministerial retreats. In the matter of lay training the Ministerial Association whose work is with pastors and the Lay Activities Department whose work is with the laity can develop an effective team spirit. Promoting special programs of other departments, particularly as they relate to soul winning, is an opportunity which the ministerial secretary should grasp.

Another role which he assumes by reason of his office is that of a promoter. He should consider ways of keeping the objectives and services of his Association before his publics. This can be done through periodic newsletters, a small magazine, a newspaper or brochure. Through the printed media, which need not be expensive or elaborate, he can present practical and helpful information to those for whom he ministers.

VI. College Theological Students and Seminary Students

In these two groups are the resources of future ministry in training. As far as contact with them from the field is concerned, they remain in comparative isolation. In many instances the president has a deep concern for these young men, but lacks the time to give them the attention. It is at this point that the ministerial secretary can offer his services to communicate for the president with these two groups. This can be done in several ways. There can be periodic visits to the college campus. Theology students would like to cultivate the friendship of a ministerial secretary if he shows a sincere interest in them. The religion department faculty will welcome a time for dialogue with him regarding its embryonic ministers. This is a major step in developing the pastors of tomorrow.

For most conferences the seminary is too remote geographically for frequent visits. This does not hinder communication by mail. An occasional letter from the ministerial secretary, as well as the conference president, can keep the seminarians in touch with their home field and give them a sense of belonging. Placing their names on the regular conference mailing list will help them become acquainted with conference organizational functions.

VII. The Ministerial Association

The final relationship of the ministerial secretary is to the Ministerial Association of which he is the representative. He is expected to loyally support and enthusiastically foster all its programs. At the same time he will gladly share the ideas and suggestions which come to him from the field with the Ministerial Association so that all may benefit from it.

Every minister who is able to read English should be receiving THE MINISTRY magazine. Subscriptions are paid for by the employing organization. The Ministerial Association secretary should make it his responsibility to ensure that all ministers in his field (including Bible teachers and chaplains) are receiving this journal. It is also part of the ministerial secretary's duties to encourage proper use of this journal and to let the editors know how it is being received in his field and how it can be improved to better meet the ministers' needs. The ministerial secretary should also contribute and encourage ministers who have unique points of view or experiences or have developed successful methodologies to share these with their fellow ministers through the pages of THE MINISTRY. Feature length articles should ordinarily run five and one-half pages of double-spaced typewritten material. Short items, such as those featured in the "Shop Talk" section and book reviews are also useful. With the addition of the monthly health evangelism feature, the ministerial secretary should also encourage health professionals interested in medical missionary evangelism to subscribe to THE MINISTRY.

The Tape-of-the-Month is a service that is offered to our ministers at minimal cost. It contains valuable instruction from some of our most successful pastors, evangelists, and Bible teachers. Each month a sermon by one of our leading preachers is included as are many other helps. The ministerial secretary is expected to encourage his fellow workers to subscribe to the Tape-of-the-Month, and to make contributions to it so as to make it the especially helpful tool that we desire it to be.

One of its newest and most important services is the Academy of Adventist Ministers. It has been designed to assist the ministry in improving its skills, abilities and talents in many ways. A consciousness of its aims and objectives should be periodically presented to the ministers at workers' meetings and other occasions at which they gather. Since the Academy is relatively new it needs constant publicity both through the spoken and printed word.

The AAM's greatest contribution can best be made at grass roots. This requires the development of local conference chapters. AAM committees made up of pastors with the ministerial secretary serving as chairman are recommended. Elected by their peers, the AAM committee membership has a threefold purpose. First, it needs to discover what types of local continuing education are in greatest demand among the pastors. Second, it needs to develop a program that will meet these demands. Third, it should set up a plan to encourage all pastors to become subscriber members of the AAM.

For these purposes the ministerial secretary needs to assume the role of an educator, a director of continuing education for ministry. He must be mindful that all men in ministry need to seek educational opportunities to improve their abilities. This includes not only parish ministers, but departmental, administrative and specialized ministries. In harmony with Spirit of Prophecy concepts the minister must be inspired to high intellect attainments as well as spiritual. He should develop a sound Biblical scholarship across the years of his ministry. This is one discipline of knowledge in which he should excel. A systematic study of the Spirit of Prophecy can be a highly rewarding experience.

Continuing education can be encouraged by several methods. First, individual study: the ministerial secretary can be both a catalyst and a resource person in inspiring and assisting individual pastors to study in areas that will increase their personal efficiency as workers for God.

Secondly, group seminars may be designed to meet the mutual needs of local pastoral clusters at minimum cost and over relatively short time periods. Thirdly, special courses can be presented at institutes and Extension Schools which will help the total ministry of a conference in furthering its education. Finally, if the ministerial secretary is to be successful in motivating educational improvement of his ministers, he must not only preach it but practice it. He himself should personally engage in some form of continuing education that will increase the efficiency of his office and work.

The Spirit of Prophecy offers abundant evidences of the needs for constant and consistent self-education. Ellen White was a student all her life. She read widely and constantly, endeavoring to improve herself. She practiced what she preached.

As men of God no matter how few or how many our years, we are divinely obligated to increasingly become workers unashamed. As long as we feed our bodies with food and keep them in health by exercise, so long are we to feed and exercise our minds.

We have presented the work of the ministerial secretary in its several relationships and in its varied roles. Yet we have not exhausted the requirements and responsibilities of this office. We can only inquire who is sufficient for these things!

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Born in Spokane, Washington, September 28, 1943, Elder McVay attended a number of Seventh-day Adventist elementary schools in the state of Oregon while his father, Elder K. H. McVay, was engaged in pastoral-evangelistic work there. He received his high school diploma in 1962 from Columbia Academy in Battle Ground, Washington, and in 1967 graduated from Walla Walla College, College Place, Washington, with a Bachelor of Arts degree in Theology and Communications. Two years later, 1969, he received a Bachelor of Divinity degree from Andrews University Theological Seminary.

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