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**The Evolution of Leadership in a Sacred Bureaucracy:
A Socio-Historical Study of the Church of God**

**Harold Lee Bare, Sr.
Charlottesville, Virginia**

**B.A., Lee College, 1968
M.A., The College of William and Mary, 1976**

**A Dissertation presented to the Graduate Faculty
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Doctor of Philosophy**

Department of Sociology

**University of Virginia
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John H. Hall
Emm L. Hall
J. S. Hunter
Wallace R. Hall
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ABSTRACT

This study of the Church of God, Cleveland, Tennessee, focused on determining who has leadership power. Paul Harrison's **Authority and Power in the Free Church Tradition: A Social Case Study of the American Baptist Convention** was adapted as a model. Harrison's study sought to determine who controlled the resources of the Baptist organization, with the proposition that whoever controls resources has the power. The assumption is consistent with Weberian, et al, theories that sacred and secular organizations operate on consistent sociological principles, i.e., sacred organizations are bureaucratically no different than secular organizations.

A distinction is made between authority and power. Polity, formal or informal, written or verbalized, can authorize. Leaders who through influence and polity are able to control resources have the power. Those with the power manage to stay in control, or to vest themselves in positions of authority and power in ways which control their own future.

Resources of business meetings, finances, and personnel were studied with the primary textbook source being all the books of **Minutes of the General Assembly of the Church of God** (Volumes 1-65) from 1906 through 1994. Analysis of data of this study of the Church of God concluded that the

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church's stated formal polity in the **Minutes** is not consistent with function. The **Minutes** implicitly give highest authority to the biennial General Assembly open to all registered ministers and laity. In function, the top five executives (Executive Committee) elected by the General Assembly, control the resources and have the power. The power of the General Assembly and other polity bodies is minimal in comparison to the power of the Executive Committee.

While the Church of God has grown to a membership of more than three million, it has retained a centralized government. Leadership continues be the pyramid style of management, instead of the lateral management model. Laity and non-ordained ministers are essentially disenfranchised from the polity process. Power is held by the top five elected leaders.

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Romans 14:7 implicates the interdependent sociological nature of man. Success in my life becomes a debt I owe to others who invested in me. I remember with gratitude.

CHAPTER I

INTRODUCTION

PROBLEM STATEMENT

This research is designed to study authority and power within the Church of God, with headquarters in Cleveland, Tennessee. The official polity contained in the church's *Minutes*¹ posits the highest level of authority and power as resting in its biennial meeting open to all members, i.e., the General Assembly.

This study incorporates the premise that social phenomena common to secular bureaucracies are applicable to religious institutions. Both sacred and secular bureaucracies accumulate resources, and power is directly related to control of resources: the power is held by that person, committee or body which controls the resources. Data will be analyzed in an attempt to determine who controls and manages resources within the Church of God, with the assumption that those who control resources are the power brokers.

¹Referred to in this study as "Minutes", each book carries the proceedings of the particular Assembly it represents. The current edition embodies the cumulative decisions of all General Assemblies, with appropriate deletions, corrections, and amendments.

BACKGROUND

The Church of God was established by Richard Spurling and his followers in 1886 upon a principle of equality. Initially, they functioned informally, posturing a welcome for all Christians to join them in fellowship:

"As many Christians as are here present that are desirous to be free from all men [sic] made creeds and traditions, and are willing to take the New Testament, or law of Christ, for your only rule of faith and practice; giving each other equal rights and privilege to read and interpret for yourselves as your conscience may dictate, and are willing to set together as the Church of God to transact business as the same, come forward" (Book of Minutes, 1922, p. 8).

The sect experienced embryonic years with challenges threatening continued existence. From without came persecution and opposition; from within came dissension and fragmentation. Reorganization and growth after 1902 resulted in a theocratic-charismatic style of leadership by the first General Overseer, A. J. Tomlinson.

Several years later the idea of an annual Assembly was formed. Desiring to stay within limits of what they felt was biblically correct, those present transacted as part of their first order of business the adoption of a statement: "We do not consider ourselves a legislative or executive body, but judicial only" (Book of Minutes, 1922, p. 55). Feeling the first gathering to have been fruitful, the delegates decided to "...arrange for an annual assembly, at

a regular set time, as matters of importance would develop every year that would need attention and adjustment" (Book of Minutes, 1922, p. 55).

Tomlinson's leadership as General Overseer ended with his impeachment in 1923. A restructuring followed, but it did not alter the design of a centralized government.

The Church of God has grown from 9 members in 1886 to 3.6 million by 1994 (Minutes, p. 12). As growth propelled the sect from relative obscurity to borderline mainstream evangelicalism, the infrastructure concurrently expanded.

Minutes of each Assembly chronicle the developing changes as the organization grew from a neo-local southern sect to an international denomination. The **Minutes** also include basic Bible beliefs which have been codified into three documents: Declaration of Faith, Doctrinal Commitments, and Church of God Teachings (see Appendix A). **Minutes** are published and sold in book form by the Church of God Publishing House, under its major trade name of Pathway Press.

STATEMENT OF PURPOSE

The purpose of this research is to explore the structure and function of leadership in the Church of God in order to better understand movement building and the resultant power structure. Founding principles of the

Church of God called for a return to the sovereignty of God's Word.

As the sect grew from a single congregation to a complex organization, leadership used conventional and populist techniques to increase the number of followers and broaden ministries and goals. Lay clergy, private interpretation of scripture, and belief that divinity had ordained a new era of social freedom characterized the ethos of followers.

Data and documents will be analyzed in an attempt to understand the paradox of a theocratic organization moving in a direction contrary to its stated intent, i.e., progressively moving from a democratic plurality to leadership by a few.

Within the Church of God four bodies are integral to policy development. From the largest to the smallest in number of members, these bodies are: General Assembly, General Council, Executive Council, and Executive Committee.

Minutes of the Assembly indicate that:

1. The hierarchy of power begins with the General Assembly, which is the largest body and the only one which includes laity.
2. Power diminishes as it extends through the General Council and Executive Council.
3. The smallest body of five ordained ministers on the Executive Committee possesses minimal power, that of simply carrying out the commands of the General Assembly on a day-to-day basis.

This study seeks to determine who the power brokers are within the Church of God by utilizing the books of **Minutes** from all of the General Assemblies and drawing upon other studies of the Church of God. An attempt will be made to analyze context and function of executive bodies. Two questions have been foremost in the researcher's efforts concerning structure:

1. What power structure exists in the Church of God?
2. Is what exists in terms of structure the same as what is purported to exist?

SIGNIFICANCE OF THE STUDY

Harrison's model for studying authority and power has not been utilized previously to analyze the Church of God. Utilizing the Harrison model, this study will:

1. Contribute to the body of knowledge about the Church of God;
2. Serve the church in better understanding its organizational structure;
3. Serve the church by questioning whether the present organizational structure accomplishes the mission of the church in the most effective way;
4. Add to the body of knowledge concerning organizational structure in both sacred and secular environments.

METHODOLOGY

As a foundation for formulating this study, interviews were conducted with a number of general officials, educators, and persons with broad knowledge of the church's history. Persons interviewed included the General Overseer, Second Assistant General Overseer, President of Lee College, Church Historian, Public Relations Director, Ministerial Care Supervisor, Ministerial Development Director, Editor of **The Evangel**, a Lee College professor (son of a former General Overseer), and the daughter of one of the founders of the Church of God.

Research has included General Assembly **Minutes** from 1906 to 1994, newspaper articles, documents and records in church archives, texts written about the Church of God and various texts dealing with authority and power as related to the scope of this study.

Paul M. Harrison, in **Authority and Power in the Free Church Tradition** (1959), sought to determine the holders of the power in the American Baptist Convention. Harrison noted three types of power for executives who control resources:

1. Power to control procurement and allocation of monies,
2. Power to sanction and/or reward personnel,
3. Power from the voting strength of one's constituency.

Harrison's study analyzed power and authority in American Baptist denominations. The polity of American Baptists states that local congregations are independent and free. Harrison determined from his study that, in practice, bureaucratic executives exercise enormous control over activities and policies of local churches.

This study undertakes to determine the power holders in the Church of God through utilization of Harrison's model. The first two elements of the study by Harrison, power to control procurement and allocation of monies and power to sanction and/or reward personnel, will be considered in this study.

The Church of God does not have block voting, at least not officially. In the American Baptist Convention, the pastor or deacons of the local church appoint delegates to the annual convention. Church of God "delegates" are not really representatives appointed or elected to represent a group and may speak or vote only as individuals.

Therefore, Harrison's third area of study, that of power from the voting strength of one's constituency, does not lend itself well to this research. A third area included in this study of the Church of God will be that of power to control business meetings. This area will indicate who controls the schedules and agendas of executive and polity forming bodies by focusing upon the business meetings and procedures within them.

Chart I is a comparison of Harrison's study and this study of the Church of God in relation to power and control of resources.

CHART 1

SOURCES OF POWER FOR THOSE WHO CONTROL RESOURCES

[For clarity of analysis in this research, the order of consideration of these items has been changed.]

American Baptists (Harrison)

I. CONSTITUENCY

Power that comes from the voting strength of one's own constituency.

II. FINANCES

Power to control procurement and allocation of monies.

III. PERSONNEL

Power to reward or sanction personnel.

Church of God (Bare)

I. BUSINESS MEETINGS

- A. Power to set the agenda and determine the placement of items on the agenda.
- B. Power to set the date and duration of business meetings.
- C. Power to moderate the meetings.

II. FINANCES

Power to control procurement and allocation of monies.

III. PERSONNEL

Power to reward or sanction personnel by appointment (or lack thereof).

DELIMITATIONS

This study has certain delimitations. It is not theological or doctrinal, and it is not an attempt to argue the validity of faith. It is not an effort to rationalize or validate theology or polity in the Church of God. It is not a treatise on pentecostalism, nor is it intended to scientifically analyze the paranormal spiritual experiences characteristic of pentecostals. It does not focus on interpreting the evolution of cultural values, except as related to the primary task of this research of understanding organizational structure. While this study necessarily probes and analyzes historical documents, this work is not primarily historical.

The focus is sociological, and specifically targeted to determining who the power holders are on a macro-level in one sect.

NEED FOR THE STUDY

The need for such a study is emphasized by continuing numerical growth and geographical expansion of the Church of God. According to Dr. Lamar Vest (personal communication, March 1992), a former General Overseer of the Church of God: "There is a sense of urgency to better understand the development of our organizational structure if we are to meet the administrative challenges of a growing church in the years to come."

OUTLINE OF THE STUDY

This study is divided into five chapters. Below is an outline of the chapter titles and major divisions. An in-depth outline is given in the Table of Contents.

CHAPTER I. INTRODUCTION

CHAPTER II. POWER THROUGH CONTROL OF RESOURCES

- A. Introduction
- B. The General Assembly
- C. The General Council
- D. The Executive Council
- E. The Executive Committee
- F. Summary: Comparison of the Four Bodies

CHAPTER III. OTHER INDICATORS OF POWER OF THE ELECTED BODIES

- A. Membership in the Bodies
- B. Popular Democracy in Action: Attendance at Business Meetings
- C. **Robert's Rules of Order**
- D. Seating in the Business Meetings
- E. Authorized Power and Assumed Power
- F. Power of the General Overseer

CHAPTER IV: THE EXECUTIVE COMMITTEE: PATH, TENURE AND SUBSEQUENT PLACEMENT

- A. The Path to the Executive Committee
- B. The Executive Committee and Tenure
- C. Tenure Pattern: Election, Re-Election and Choice Assignments

CHAPTER V: IMPLICATIONS AND CONCLUSION

- A. Implications
- B. Conclusion

CHAPTER II

POWER THROUGH CONTROL OF RESOURCES

INTRODUCTION

While the first Assemblies of the Church of God encouraged everyone to gather and participate in discussion, bureaucracy has now evolved to the present polity structure of 4 levels (see Appendix B). Each level has requirements for membership and participation:

1. **General Assembly** [Male and Female]
All members (laity and ministry) over the age of 16 who are registered² and present at the biennial General Assembly Business Session.
2. **General Council** [Male only]
All ordained ministers who are registered and present at the biennial General Council Business Meetings.
3. **Executive Council** [Male only]
Consisting of 24 men:
 the 18 ordained ministers elected by the General Council to the Council of Eighteen, the General Overseer of the United Assemblies-- Full Gospel Church of God in South Africa,³
 the 5 ordained ministers nominated by the General Council and elected by the General Assembly to the Executive Committee.
4. **Executive Committee** [Male only]
Five men nominated by the General Council and elected by the General Assembly to occupy the 5 highest positions in the bureaucratic structure of the Church of God. These men are in charge of the church's day-to-day operations.

²Sample registration form is on the following page.

³Not a voting member. Only the Council of Eighteen and the Executive Committee vote in the Executive Council.



Church of God 65th General Assembly
DELEGATE REGISTRATION
August 8-14, 1994 - San Antonio, Texas

Please print and mail with appropriate fee in New

Name _____		Date of Birth _____		ALLIANCE	
Address _____		City _____ State _____ Zip _____		<input type="checkbox"/> Evangelical <input type="checkbox"/> Pentecostal <input type="checkbox"/> Apostolic <input type="checkbox"/> Church of Christ <input type="checkbox"/> Christian Church <input type="checkbox"/> United Methodist <input type="checkbox"/> Lutheran <input type="checkbox"/> Presbyterian <input type="checkbox"/> Baptist <input type="checkbox"/> Other _____	
<input type="checkbox"/> Hearing Impaired <input type="checkbox"/> Physically Challenged		<input type="checkbox"/> Deaf <input type="checkbox"/> Blind <input type="checkbox"/> Other _____		<input type="checkbox"/> Evangelical <input type="checkbox"/> Pentecostal <input type="checkbox"/> Apostolic <input type="checkbox"/> Church of Christ <input type="checkbox"/> Christian Church <input type="checkbox"/> United Methodist <input type="checkbox"/> Lutheran <input type="checkbox"/> Presbyterian <input type="checkbox"/> Baptist <input type="checkbox"/> Other _____	

Spouse _____		Date of Birth _____		ALLIANCE	
<input type="checkbox"/> Hearing Impaired <input type="checkbox"/> Physically Challenged		<input type="checkbox"/> Deaf <input type="checkbox"/> Blind <input type="checkbox"/> Other _____		<input type="checkbox"/> Evangelical <input type="checkbox"/> Pentecostal <input type="checkbox"/> Apostolic <input type="checkbox"/> Church of Christ <input type="checkbox"/> Christian Church <input type="checkbox"/> United Methodist <input type="checkbox"/> Lutheran <input type="checkbox"/> Presbyterian <input type="checkbox"/> Baptist <input type="checkbox"/> Other _____	

Please print the names and ages of minor children attending with you.

Full name _____	Age _____
Full name _____	Age _____

☐ CREDIT CARD

☐ Visa ☐ MasterCard ☐ Discover

Acct. # _____ Exp. Date _____

Signature _____

If paying by credit card, you may FAX your registration form, FAX (615) 478-7215

☐ CHECK ENCLOSED

Make checks payable to:
Church of God General Assembly
P.O. Box 2430
Cleveland, TN 37330-2430

FEES	
Registration: by 6/30/94	after 6/30/94
Individual <input type="checkbox"/> \$15	<input type="checkbox"/> \$25
Married Couple <input type="checkbox"/> \$25	<input type="checkbox"/> \$40
Minor Children Under 18 years <input type="checkbox"/> \$5	<input type="checkbox"/> \$8
Total Attending _____	Total Fees _____

GA MINUTES S2 III
ARTICLE I MEMBERS.

The General Assembly is composed of all members and ministers of the Church of God. All members and ministers of the Church of God present and registered at the General Assembly shall comprise its voting constituency.

LAY DELEGATE AFFIRMATION:

Name of local church where you are a member _____

Church _____ Please Print

City/State _____ Please Print

State/Regional Office Name _____ Please Print

I affirm that I am a member of the church named above.

Delegate Signature _____

In this chapter each deliberative body (General Assembly, General Council, Executive Council, Executive Committee) will be analyzed separately in terms of control of business meetings, finances, and personnel. This will be followed by comparing the 4 deliberative bodies in each of the 3 separate areas.

CHART 2

SOURCES OF POWER FOR THOSE WHO CONTROL RESOURCES WITHIN THE CHURCH OF GOD

I. BUSINESS MEETINGS

- A. Power to set the agenda and determine placement of items on the agenda.
- B. Power to set the date and duration of business meetings.
- C. Power to moderate the meetings.

II. FINANCES

Power to control procurement and allocation of monies.

III. PERSONNEL

Power to reward or sanction personnel by appointment (or lack thereof).

THE GENERAL ASSEMBLY

The term "General Assembly" is commonly employed by laity and ministers in reference to a biennial meeting of international constituents of the Church of God. However, the official meaning given in the **Minutes** (1994, p. 139) defines "General Assembly" as an "organized body with full power and authority to designate the teaching, government, principles, and practices of all the local churches composing said Assembly". A distinction must be made of the two usages of this term.

CHART 3

DISTINCTION IN THE USE OF THE TERM "GENERAL ASSEMBLY"

COMMON USAGE:

A biennial meeting consisting of many different activities, of which the General Assembly Business Session is but one part. It is often called simply "Assembly".

BUSINESS USAGE:

Those present in the General Assembly Business Session, one of the four levels of general business sessions integral to polity development.

The General Assembly (Common Usage)

The General Assembly is held in various locations within the United States, with the most recent one being August 1994 in San Antonio, TX. From 1906 to 1946 the Assemblies were annual. From 1948 to the present the Assemblies have been biennial.

The first Assembly in 1906 included twenty-one persons. Attendance estimates for recent Assemblies is 20,000 - 25,000. In addition to business sessions, there are luncheons, seminars, worship services, competition for teenagers in areas of music, drama, art, and writing, children's church, workshops, a bookstore, and dozens of vendors who rent space through Pathway Press.

Since these multiple and often-concurrent activities do not require registration, an accurate count of all those in attendance at the General Assembly has never been determined. Persons wishing to participate in or observe business sessions must register as delegates. Many of those who are aware of the business sessions choose not to attend, while others may not be aware that business is a part of the General Assembly.⁴

⁴A contingent of teens from Charlottesville, VA, who participated in Teen Talent Competition in the 1994 General Assembly in San Antonio, TX, asked where their Pastor was one day. When informed that he was attending business meetings, they seemed puzzled that business meetings would be going on during the General Assembly!

General Assembly travel and convention expenses of pastors and executives are typically funded from local churches, state or general funds. Lay members who work for executive offices and are assigned Assembly duties are funded.

There are no lay delegates funded by congregations to represent local churches in the business sessions. However, it is common for churches to raise funds to send teens for national Teen Talent Competition held at each Assembly. Choirs, musical groups, and special speakers for worship services are also funded from local church sources or by Assembly budget.

The General Assembly (Business Usage)

The official business definition of General Assembly as given in the 1994 **Minutes** (p. 139) is as follows:

1. That the General Assembly of the Church of God (Cleveland, Tennessee) is that organized body with full power and authority to designate the teaching, government, principles, and practices of all the local churches composing said Assembly.
2. That one of the first principles accepted in the earliest history of its organization was that we accept the whole Bible rightly divided, which is today one of the most sacred principles; therefore, we meet in Biennial Conference with all ministers and laymen who wish to attend to search the Scriptures and put them into practice.

Our teachings and faith are the same as originally accepted in its original organization,

and all the changes in government and management have been duly authorized by the General Assembly in its various sessions which adopts measures by a majority vote of all Church of God members present and registered at the General Assembly, being their privilege to vote on any and all propositions presented. Nominees by the General Council are declared elected to office on a majority vote of the General Assembly.

An analysis of this definition indicates that the General Assembly is ascribed significant power:

1. ...FULL power and authority to designate the teaching, government, principles, and practices of all the local churches...
2. ...meet in Biennial Conference with all ministers and laymen who wish to attend to search the Scriptures and put them into practice.
3. ... all the changes in government and management have been duly authorized by the General Assembly...
 - a. ...by a majority vote of all Church of God members present and registered at the General Assembly...
 - b. ...being their privilege to vote on any and all propositions presented.
4. ...Nominees by the General Council are declared elected to office on a majority vote of the General Assembly.

The following pages are designed to determine if rhetoric and practice are consistent in defining the General Assembly as the most powerful governing body of the Church of God.

I. GENERAL ASSEMBLY CONTROL OF ITS BUSINESS SESSIONS

A. Power to set the agenda and determine the placement of items on the agenda.

The agenda for the General Assembly comes from the General Council meeting held in the early part of the Assembly week. The General Council agenda is presented to it by the Executive Council, which is composed of the Council of Eighteen and the Executive Committee. The Executive Council works from an agenda prepared by the Executive Committee.

The first order of the business agenda is always the election of General Council nominees to executive offices. C. W. Conn's official history of the Church of God, **Like a Mighty Army** (1955, p. 316), notes that "...nomination is tantamount to election, since it is made by majority vote, then presented without opposition to the General Assembly." The Assembly approves the nominations of the Bishops' Council, now called General Council (see Appendix C), as a matter of tradition and protocol.

At the General Assembly in San Antonio, TX, in 1994, General Overseer Lamar Vest [the General Overseer is always the Moderator] apologized to the constituents that there had not been time since the closing of the General Council to

prepare a printed agenda for the constituents of the General Assembly.

After election of nominees and their acceptance speeches, the items which have been debated and processed in the General Council are presented to the General Assembly. The General Council can assume that, for the larger part, its decisions other than nominations will also become the will of the Assembly and polity for the denomination. While the Assembly Business Session can reject any motion and amendments can be made, changes must remain germane to the intent of the motion, or they become new business.

Typically, the General Assembly business session agenda items are perfunctorily approved. According to records kept by the researcher in the 1994 Assembly business session, 11 items were read by the secretary, with discussion and voting completed in a total of 14 minutes.

New motions arising at the Assembly business session are routed through the Motions Committee, an ad hoc committee existing for that particular General Assembly. Members of the Motions Committee, as well as all Assembly committee chairmen and members, are appointed by the General Overseer in consultation with other members of the Executive Committee. State Overseers or committee chairmen provide the initial pool of names for consideration by the Executive Committee.

A motion originating in the General Assembly and presented by the Motions Committee is referred to the Executive Committee and Executive Council. If, after study, the Executive Council so recommends, the motion is presented to the next biennial General Council. This process takes at least 2 years. The motion does not have to return to the Assembly in its original form.

During the Assembly, the General Overseer calls for the chair of appropriate committees to report. The Motions Committee is typically one of the last reports of the Assembly. Discussion of new motions is virtually non-existent, even though in 1994 the final item of the agenda was completed 18 minutes before the scheduled adjournment. The Motions Committee was not called to present a report, no new business was introduced, and there was no open discussion of Scripture during the General Assembly Business Session.

The process for offering a measure "designed to change, alter, or delete any doctrine of the Church of God as prescribed in the Declaration of Faith" is specified in the **Minutes** (1994, p. 146):

.....before being presented to the General Assembly, shall be first submitted to the Executive Council in writing twelve (12) months prior to the regular session of the General Council, and must have a three-fourths majority vote to carry. The measure shall then be submitted to the General Council for consideration and if the General Council approves the measure by a three-fourths vote, the Executive Committee

shall place the said measure in the Church of God **Evangel** quarterly for a study until the next regular session of the General Assembly, thus giving the membership an opportunity to consider and vote upon the said measure in the General Assembly before it becomes a ruling.

Thus, the procedure for a new motion (doctrinal) to make it back to the General Assembly is:

1. Motion is submitted to the Executive Council in writing at least one year prior to the next regular session of the General Council.
2. Executive Council must carry the motion by at least a 3/4 majority.
3. Motion is submitted to the General Council at the next biennial meeting.
4. General Council must carry the motion by at least a 3/4 majority.
5. The motion is not presented to the General Assembly during the same biennial meeting, but is placed quarterly by the Executive Council in the **Evangel** [official organ of the Church of God] for study until next General Assembly regular session in 2 years.
6. Brought before the General Assembly for a vote. [No mention is given in the **Minutes** of the majority needed to pass or the recommended placement of the item on the agenda.]

In addition to having no control over which items are to be on the agenda, until the items have passed through 3 governing bodies and been placed on the agenda in the form designated by those bodies, the General Assembly has no control of where the items appear on the agenda. If an item is near the end of the General Council agenda and time limitation prevents its discussion, it is automatically

referred back to the Executive Council for consideration to include it on the agenda of the next General Council meeting in 2 years.

I. GENERAL ASSEMBLY CONTROL OF ITS BUSINESS SESSIONS

B. Power to Set the Date and Duration of Business Meetings.

The schedule for the General Assembly Business Session is established by the Executive Committee and approved by the Executive Council, all of whom are ordained ministers. The Assembly Business Session is scheduled toward the latter part of the biennial meeting and is restricted in length of time by other scheduled meetings. Facilities for the meeting are rented for a specific amount of time, which essentially confines business to structured meeting times and rejects any flexibility of delay or extension.

The time allocated for the General Assembly to meet (after the General Council has adjourned) is less than 3 hours each biennial Assembly. The General Assembly business session averages 1.5 hours per year. General Assembly delegates have no control over these time allocations.

I. GENERAL ASSEMBLY CONTROL OF ITS BUSINESS SESSIONS**C. Power to moderate the meetings.**

The General Overseer of the Church of God is the first man nominated by the General Council and the first man elected by the General Assembly. He is the moderator for all sessions of the 4 bodies, though he does not moderate the General Assembly the year of his election. By the time he moderates an item in the General Assembly business meeting, it is the fourth polity level at which he has moderated discussion of the same item.

II. GENERAL ASSEMBLY CONTROL OF FINANCES**Power to control procurement and allocation of monies.**

From 1906 to the present, a variety of styles has been utilized to release financial information to the members of the Church of God. Appendix D contains the different financial statements mentioned in this text.

The first recorded financial report was presented by General Overseer A. J. Tomlinson at the 1915 General Assembly. It read as follows (Book of Minutes, 1922, p.199):

Overseer's Financial Report

\$206.82	Tithes
150.34	Disbursements

56.48	Balance

The reports became more definitive through the years, with detailed financial reports being presented to General Assemblies (see 1935 report in Appendix D). The General Assembly of 1950 was the last time a "Balance Sheet" was presented to Assembly delegates, giving full disclosure of salaries and rent for officials, notes receivable and payable, and other explanations (Minutes, 1950, pp. 25-73). Without action by Assembly delegates, the "Balance Sheet" appeared in 1952 in a new format reporting only "Receipts and Disbursements" to delegates. The 1952 method of presentation collapsed all transactions into generic columns of income, disbursement, and balances (Minutes, pp. 25-29).

Until 1966, financial reports were read to Assembly delegates and were printed in the forepart of the Assembly Minutes (pp. 46-49). The reports were not financial statements or audits, and they did not include adequate data for analysis by delegates.

No financial report has been read or given in written form to Assembly delegates since 1968. In 1968 the financial report was moved from the forepart of the **Minutes** to a "statistical" section in the back of the book (Minutes, pp. 75-78).

In 1978, the Assembly passed a measure requiring a financial report to be placed in the **Minutes** "for the review of all members and ministers" (Minutes, p. 36). Though delegates had made a call for greater financial accountability, there was no change: subsequent financial reports were identical to those previous to 1978. In 1988, the annual "Financial Report" was again moved, this time from the Assembly report to the last section (Part IV) of the **Minutes** (pp. 6-11). There was no Assembly discussion or action for such a move, nor was there any explanation in the **Minutes** for the change of location of the Financial Statement.

Thirty-one funds were listed in the latest (1994) **Minutes**, with current categories including only a beginning and ending balance. The financial report does not give adequate information to determine amounts of funds transferred inter-departmentally. Gross income, sources of income, nature of disbursements, and balances are not self-explanatory.

Monies invested are indicated as a "disbursement" without further definition. No information is given

regarding number of employees, salaries or benefits, office expense, or capital purchases or investments. A Business and Records employee stated to this researcher: "There is no way anyone could understand finances of the Church of God by looking at the Financial Statement in the **Minutes** (personal communication, February, 1996).

No longer are general church finances and departmental budgets a part of the General Council or General Assembly. Financial reports are neither presented nor discussed in Assembly meetings.

For the General Assembly to change the financial structure or the manner of reporting of finances, a request would have to be made in the General Assembly Business Session and subsequently brought before the Executive Committee for discussion. The Executive Committee would place the item on the agenda for the Executive Council. Upon the approval of the Executive Council, the item would be placed on the agenda for the next meeting of the General Council. The General Council would then determine the final wording and intent of the item for presentation to the General Assembly. Exceptions to this process are rare.

In essence, for an item regarding financial accountability to come before the General Assembly, it would have to survive 3 other bodies without being tabled or sent to a committee. When brought back to the General Assembly, the wording or structure could be different from the intent

of the original proposal of the General Assembly. The General Overseer would preside over the entire process.

This procedure cannot be completed in less than 2 years. Again, placement or sequence of the item on the General Council agenda is very important. If discussion of prior items on the agenda is extensive and the time for the meeting is limited, free and open discussion is limited. Items lacking debate time are deferred to the next Assembly.

III. GENERAL ASSEMBLY CONTROL OF PERSONNEL

Power to reward or sanction personnel by appointment (or lack thereof).

The names of the 11 men nominated for executive positions by the Ordained Council are presented to the Assembly for confirmation.⁵ Absentee ballots are not allowed in any of the business sessions. The Assembly ratifies the nominations by voice, unless the chair is

⁵The General Overseer, his Assistants [3], the General Secretary-Treasurer, the General Youth and Christian Education Director, the Assistant General Youth and Christian Education Director, the Evangelism and Home Missions Director, the Assistant Evangelism and Home Missions Director, the Director of World Missions, and the Assistant Director of World Missions.

unsure of the result or there is a call for "division of the house". As previously noted, nomination is equivalent to election.

Chart 4

SUMMARY: THE GENERAL ASSEMBLY

I. CONTROL OF GENERAL ASSEMBLY BUSINESS SESSIONS		
A. Agenda		
1. Setting the Agenda		Almost None
2. Determining Placement of Items on the Agenda		No Control
B. Time		
Setting the Date and Duration (1.5 hours per year)		No Control
C. Moderator		General Overseer
II. CONTROL OF FINANCES		Almost None
III. CONTROL OF PERSONNEL		Almost None
	Elects 11 Executives Nominated by the General Council	

The General Assembly, proffered in writing as the ruling polity body of the Church of God, has almost no control over its business meetings. Delegates do not always have a printed agenda for the meeting.

The agenda comes to the General Assembly from the General Council via the Executive Council and Executive Committee. A motion originating in the General Assembly must pass through these 3 bodies which each have editing or other powers to determine its demise or advancement.

The General Assembly has no power as to placement of items on the agenda. Election of nominees presented by the General Council is the first order of business. After the elections, items are sequenced as per General Council Agenda.

The General Assembly has voted in the past to extend the working days of the General Assembly. Though the time was extended, the General Assembly business session now averages approximately 3 hours per Assembly (1.5 hours per year). Within the sessions, the General Overseer is a powerful force guiding discussion and management of items.

The General Assembly does not have a direct influence upon the financial affairs of the denomination, other than that of voting on or originating motions concerning finances. In either case, the motion has already been through the 3 other polity bodies or must go before them before coming to the General Assembly for a vote.

The General Assembly does not have the power to originate nominations or appointments to any offices. It can only affirm or reject the single nominee presented to it for each of 11 different offices. Affirmation has become a matter of protocol. Polity does not establish procedure for filling a position in the event the General Assembly should reject the single nominee for a position.

The power the General Assembly possesses in the 3 areas of business meetings, finances, and personnel is minimal.

Its power to initiate change or reform is limited by dependence upon the 3 other polity bodies to review or revise an item before returning it to the General Assembly.

THE GENERAL COUNCIL

The other business meeting on the program at the biennial conference is the General Council. It occurs in the early part of the Assembly week. Initially called Bishop's Council, it is now called Ordained Ministers' Council or General Council. The General Council is "composed of all ordained ministers who shall comprise its voting ranks.⁶ Licensed ministers, exhorters, and laity shall be privileged to sit in the General Council, without voting privileges" (Minutes, 1994, p. 142). Admittance to the voting floor is granted only to those registered ordained ministers wearing credentials issued for the specific Assembly.

The duties of the General Council are stipulated in the **Minutes** (1994, p. 142) as: "Meet biennially to consider and prepare such recommendations as are scriptural and proper in all matters pertaining to the welfare of the church. Such recommendations are to be presented to the General Assembly for final disposition."

The General Council, moderated by the General Overseer, considers business items from an agenda prepared by the Executive Committee and approved by the Executive Council elected in the previous General Assembly. All ad hoc

⁶See Appendix D for name changes of the various bodies throughout the years.

committees or assignments of the General Council serve during the biennial meeting at the discretion of the Executive Committee.

The General Council does not meet within any other context than at the biennial General Assembly, and does not have the power to call itself into session. The General Overseer does have the right to call the Executive Council or the General Council into session (Minutes, 1992, p. 147).

The General Council meets an average of 23.5 hours biennially (11.75 annual average). The General Assembly meets an average of 3.0 hours biennially (1.5 annual average). This is a ratio of 8-1.

I. GENERAL COUNCIL CONTROL OF ITS BUSINESS SESSIONS

A. Power to set the agenda and determine the placement of items on the agenda.

The official agenda for the General Council comes from the Executive Council, which has worked with an agenda presented to it by the Executive Committee. The General Council agenda is mailed to the ordained ministers at least

30 days prior to the opening of the General Council. All recommendations must be received by the Executive Council in time for consideration at its May session in order to appear on the Assembly agenda at the August meeting (Minutes, 1994, p. 142).

The General Council schedule includes songs and prayer. Nominations or elections for a total of 29 positions, a top priority for the General Council, dictate the schedule and consume a large amount of the designated meeting time. Teller's reports of results of balloting have priority. All discussion of agenda business is rested immediately for the Teller's reading of names of nominees or for voting instructions by the Chair. The report is followed by another round of voting. Even with use of computer cards to facilitate voting a single balloting may take up to 12 minutes, as the researcher recorded at the 1994 General Assembly in San Antonio, Texas. Discussion of business continues after the completion of each round of balloting.

The Chair (General Overseer) appoints a motions committee of 5 men to receive, classify, and place on the agenda new motions. The motions committee functions during the time that the General Council is in session. New business introduced to the motions committee must be presented in typewritten form by 2 PM of the third day of the General Council (Minutes, 1994, p.143).

Motions are considered as they appear on the agenda, except in cases of "Order of the Day" or other parliamentary maneuvering. The agenda presented by the Executive Council remains the primary business for the General Council. All new motions and resolutions at the General Council Meeting are written and introduced basically at the discretion of the Chair.

The chairman of the Motions Committee is chosen by the Executive Committee and exercises enormous latitude in accepting, rejecting, or modifying proposed motions. Motions finalized for presentation to the General Council are submitted first to an Executive Committee liaison for review. This same process of review by an Executive Committee liaison is applicable to the Resolutions Committee.

I. GENERAL COUNCIL CONTROL OF ITS BUSINESS SESSIONS

B. Power to set the date and duration of business meetings.

In 1909, Assembly delegates unanimously decided to add 2 days to the work week of the Assembly. This made a total of 5 work days instead of 3 (Minutes, p. 36). The General

Council does not schedule its meeting location, date or times of meeting. Ordained ministers are informed of the schedule of business sessions when they receive the agenda in the mail. Non-ordained ministers and lay-persons do not receive prior notice of the Assembly agenda.

I. GENERAL COUNCIL CONTROL OF ITS BUSINESS SESSIONS

C. Power to moderate the meetings.

The General Overseer is the moderator for all sessions of the 4 bodies. By the time he moderates an item in the General Council business meeting, it is the third time that he has dealt with the same item. The yielding of the gavel to an assistant is left to the discretion of the Chair.

II. GENERAL COUNCIL CONTROL OF FINANCES

Power to control procurement and allocation of monies.

As in the General Assembly, there are no financial reports given during the General Council Meeting. The

agenda may contain some considerations of finance, such as a cost of living increase for ministers or the establishment of recommended pay for certain positions. As a whole, the finances of the organization are not presented to this body, and discussion of line item expenditures is non-existent.

III. GENERAL COUNCIL CONTROL OF PERSONNEL

Power to reward or sanction personnel by appointment (or lack thereof).

The highest elected positions in the Church of God have always been general officials, the Executive Committee, and members of the Council of Twelve, which was expanded to become the Council of Eighteen in 1986 (Minutes, p. 53). These 18 members are elected by the General Council biennially, with a member being eligible to succeed himself for one term or a maximum of 4 consecutive years (Minutes, 1994, p.145).

Of the more than 400⁷ positions of election or appointment on the general level of the Church of God, the

⁷This number is significantly more than 400, usually ranging 425-475 and up.

General Council has a part in 29 of them (Minutes, 1994, p. 142). It **elects** 18 to the Executive Council and it **nominates** 5 to the Executive Committee and 6 to departmental offices, with terms of each being 2 years (see Footnote 5, p.27). Voting in the General Council for the 29 positions is by computer ballot. The first ballot is open, and typically does not include a majority vote for any candidate. Names of all persons receiving more than 25 votes are read aloud to the entire body. In subsequent balloting the majority vote is conclusive, unless extended balloting is required to meet a quota.

Of the men elected to the Council of Eighteen, not less than 9 members are to be pastors and at least 2 members of the Council are to have a mailing address outside the United States of America at the time of their election. The quota system was a move by the General Council to insure that pastors and internationals be represented on the Council of Eighteen.

Technically, it is possible that the first 18 persons receiving a majority vote may not be the ones installed because of quotas for pastors and international members. Balloting becomes more complex as members are elected, and the chair instructs the body concerning quotas as the balloting proceeds. The balloting process takes up a considerable amount of the General Council business sessions.

CHART 5

SUMMARY: THE GENERAL COUNCIL

I. CONTROL OF GENERAL COUNCIL BUSINESS SESSIONS		
A. Agenda		
1. Setting the Agenda		Almost None
2. Determining Placement of Items on the Agenda		No Control
B. Time		
Setting the Date and Duration (less than 12 hours per year)		No Control
C. Moderator		General Overseer
II. CONTROL OF FINANCES		Almost None
III. CONTROL OF PERSONNEL		Limited
	Elects 18 Men; Nominates 11 Men	

The General Council works from an agenda mailed to its members from the Executive Council (which includes the Executive Committee) at least 30 days prior to the opening of the General Council. The General Council has no control over what items are on the agenda, unless a request was made in the previous General Council meeting for a specific item to appear and the General Assembly had approved the motion. Wording and content would still be subject to processing by the Executive Committee and Executive Council.

The General Council has no power over the order in which items appear on the agenda. Items toward the end of the agenda are sometimes dealt with hastily, while those at the beginning receive more time and attention.

Parliamentary procedure may be utilized to rearrange the order of consideration of a certain item, but this must be done with correct procedure. Items having no time for consideration are held over for 2 years until the next meeting.

Traditionally, at each Assembly the date and location of the next General Council meeting are announced. In addition to having no control over these decisions, the General Council also has no control over the duration or times of its meetings.

Within the allotted meeting time, the Moderator (General Overseer) has power to insert items ranging from an extended time of prayer to special speeches. While ministers are not opposed to prayer, many do question why extended prayer times are called during agenda discussion time.

There is no consistent presentation of verbal or written financial reports at the General Council. While the General Council may effect a change within the financial structure through proper parliamentary procedure, present structure inhibits in-depth involvement with the financial system.

A major portion of the General Council's assigned meeting time is taken up with nominating 11 men to executive offices and electing 18 men to the Council of Eighteen. In addition to the actual balloting, time is needed to read names of men ineligible for election (department heads, tenured members, etc.) and to disclose what quota still needs to be met in creating a Council including at least 9 pastors and 2 men with addressees outside the continental USA.

Another power the General Council has in the area of personnel is to rely upon the Council of Eighteen it has elected to perform its duty to discipline erring Executive Committee members. It is fully dependent upon the Council of Eighteen to perform this duty in a satisfactory manner. If the General Council is dissatisfied with the Council of Eighteen's performance of this duty its only recourse, short of parliamentarily restructuring the system, is to not re-elect Council of Eighteen members felt to have been negligent or erring in this procedure.

THE EXECUTIVE COUNCIL

In 1916 the Assembly initiated the Council of Elders, subsequently called Council of Twelve and now expanded to Council of Eighteen. The Council of Eighteen and the Executive Committee together form the Executive Council. The purpose of the Executive Council is to "consider and act upon any and all matters pertaining to the general interest and welfare of the Church of God. At a time set by the General Overseer, the said Council shall meet and adopt recommendations to be brought before the General Council" (Minutes, 1994, p. 145).

There is only one time when the Council of Eighteen may act alone (Minutes, 1994, p. 150). It has authority to meet extant of the Executive Committee only in cases of discipline of an Executive Committee member, at which time the first elected member serves as Chair. Since 1988, the process of dealing with an erring Executive Committee member has been entirely the responsibility of the Council of Eighteen.

With the exception of acting in a disciplinary capacity, the Council of Eighteen can meet for normal business only when moderated by the General Overseer and in session with the Executive Committee, thus forming the Executive Council. **Minutes** of the Church of God do not include the Council of Eighteen as a policy-forming body.

Therefore, the Council of Eighteen is not included as a separate entity in this analysis of power and resources.

A member is eligible to succeed himself for one term. If elected to 2 succeeding terms (total of 4 years), he must remain off the Council for 2 years before being eligible for re-election. Names of ordained ministers ineligible because of tenure or position are visually projected and read aloud prior to balloting at the General Council.

No chief executive officer, or his assistant, of any church agency who presents a budget to the Executive Council is eligible to serve on the Executive Council (Minutes, 1994, p. 145). The intent is to prevent conflict of interest.

The Executive Council normally meets 3 times annually, usually in Cleveland, TN. Emergency meetings can be called. Meeting times and locations for regular meetings are established about 2 years in advance by the General Overseer and Executive Committee.

I. EXECUTIVE COUNCIL CONTROL OF ITS BUSINESS SESSIONS

- A. Power to set the agenda and determine the placement of items on the agenda.**
- B. Power to set the date and duration of business meetings.**

Meetings of the Executive Council are called by the General Overseer. The Executive Council has no authority to call a meeting, but members may vote during a session to alter or extend meeting time. Variations of Executive Council schedule are the exception.

An item which comes before the Executive Council has usually been voted on in the Executive Committee, which comprises approximately 22% (5/23) of the Executive Council. The Executive Committee's decision regarding the issue is postured.

I. EXECUTIVE COUNCIL CONTROL OF ITS BUSINESS SESSIONS

- C. Power to moderate the meetings.**

As the moderator of all Executive Council sessions, the General Overseer moderates items in the Executive Council

which he has previously dealt with in the Executive Committee. He only yields the gavel at his discretion, or if there is a conflict of interest.

II. EXECUTIVE COUNCIL CONTROL OF FINANCES

Power to control procurement and allocation of monies.

In the area of finances, the Executive Council is authorized to:

1. Work with the General Overseer in the distribution of tithe monies sent to the international offices;
2. Approve allotments for disabled and retired ministers;
3. Establish a loan fund for interim financing of churches pioneering work in new areas.

The main function of the Executive Council in the area of finances is essentially one of modifying, approving or disapproving what is presented to it by the Executive Committee. For example, budgeting the Tithe Fund is accomplished via determining percentages for departments (see breakdown on next page).

**CHURCH OF GOD
INTERNATIONAL OFFICES
CLEVELAND, TENNESSEE**

**PERCENTAGE
TITHE FUND EXPENDITURES OF TITHE RECEIPTS
FOR THE YEAR ENDED AUGUST 31, 1995
(Department of Business and Records, 1995)**

General Assembly Allocations		
Aged Ministers	12.0%	
Disabled Ministers	2.0	
Ministers Widows	<u>1.0</u>	15.0%
Executive Council Allocations		
General Evangelism	13.0	
Department Budgets		
Black Ministries	0.7	
Computer Center	2.4	
Evangelism and Home Missions	1.7	
Hispanic Ministries	0.5	
Insurance	1.1	
Ladies Ministries	1.0	
Lay Ministries and Men of Action	1.5	
Media Ministries	0.9	
Ministry to the Military	1.6	
Ministerial Care	0.5	
Ministerial Development	1.4	
Public Relations	1.3	
Stewardship	1.3	
Youth and Christian Education	<u>2.1</u>	31.8
Educational Appropriations		27.0
General Operations		
Salaries, Office Expense, Maintenance, Etc.	<u>26.2</u>	
Total		<u>100.0%</u>

A sub-committee of the Executive Council does review budgets. However, the sub-committee does not preempt the power of the Executive Committee to help design budgets and influence day-by-day fiscal operations.

III. EXECUTIVE COUNCIL CONTROL OF PERSONNEL

Power to reward or sanction personnel by appointment (or lack thereof).

The Executive Council is authorized to cooperate with the General Overseer in assigning the World Missions portfolio. It is also authorized to replace personnel for certain offices vacated between Assemblies by following a procedure established by the General Assembly. Otherwise, the function of the Executive Council concerning personnel is essentially one of modifying, approving or disapproving what is presented to it by the Executive Committee.

Power for the Executive Council to initiate projects, control expenditures on a daily basis, or to appoint and supervise personnel is minimal in relation to the context of the power of the Executive Committee and General Overseer.

CHART 6**SUMMARY: THE EXECUTIVE COUNCIL**

I. CONTROL OF EXECUTIVE COUNCIL BUSINESS SESSIONS		
A. Agenda		
1. Setting the Agenda	Limited Control	
2. Determining Placement of Items on the Agenda	No Control	
B. Time		
Setting the Date and Duration (96 hours per year*)	No Control	
C. Moderator	General Overseer	
II. CONTROL OF FINANCES	Limited Control	
III. CONTROL OF PERSONNEL	Limited Control	
	Power to Approve Some Appointments	
*Figure obtained from General Headquarters		

The Executive Council's agenda is formed and items are sequenced by the Executive Committee. Executive Council meetings, normally held at General Headquarters in Cleveland, Tennessee, or at major denominational gatherings, are also scheduled at the discretion of the Executive Committee.

The General Overseer is Chair of the Executive Council and has power to call it into session. In the meeting room at headquarters, he and the other Executive Committee

members sit in elevated chairs facing the Council of Eighteen. His chair is elevated higher than those of the rest of the Executive Committee.

In the area of finances, the Executive Council has the power to review tithe fund distribution percentages. Subcommittees of the Executive Council make recommendations for departmental budgets. Final work on all agendas and budgets is done by headquarters personnel under the direction of the Executive Committee.

The Executive Council is empowered to replace personnel for certain offices vacated between Assemblies. The procedure for doing so is specified in the **Minutes**, e.g. should the office of Second Assistant General Overseer be vacated, the Executive Council is to fill this vacancy with the Third Assistant General Overseer, etc.

The Executive Council also has the privilege of approving or disapproving selected Executive Committee appointments.

THE EXECUTIVE COMMITTEE

When the Executive Committee was first formed in 1922, it was comprised of 3 positions: the General Overseer, Superintendent of Education, and Editor and Publisher. Originally called "General Executive Council", it has also been called "State Overseer Appointing Board" and "General Executive Committee" (see Appendix C). Though "General Executive Committee" remains the official title, it is conventionally referred to as "Executive Committee" (Minutes, 1994, p. 148).

Membership structure of this committee has been variously composed of different executives and boards ranging from 3 to 13 members.⁸ In 1968 it was given its present structure of 5 members: General Overseer, 3 Assistant General Overseers, and the General Secretary-Treasurer (Minutes, p.33). First General Overseer A. J. Tomlinson and all succeeding General Overseers have served as chairman of the Executive Committee and all other polity-forming bodies of the organization.

Consecutive tenure on the Executive Committee is limited to a total of 8 years. After tenure, one is required to be off the Executive Committee 2 years before he is eligible for re-election.

⁸See Appendix D for composition of the various bodies throughout the years.

Nomination of the members of the Executive Committee is the first order of business at the General Council, and affirmation of the nominees is the first item on the agenda at the General Assembly Business Meeting.

I. EXECUTIVE COMMITTEE CONTROL OF ITS BUSINESS MEETINGS

- A. Power to set the agenda and determine the placement of items on the agenda.**
- B. Power to set the date and duration of business meetings.**

The Executive Committee has virtually total control of the agenda for its meetings. While it must deal with items properly presented to it by the General Assembly or by members between Assemblies, when and how it deals with an item, how much time it spends doing so, and the final decision regarding disposition of the item, are essentially governed by the Executive Committee.

The Executive Committee sets the time allocation for its meetings. Setting of time, duration, date and place of meeting are the exclusive right of the Executive Committee.

II. EXECUTIVE COMMITTEE CONTROL OF FINANCES

Power to control procurement and allocation of monies.

Departmental budgets are reviewed by the Executive Committee before presentation to the Executive Council. Departments are dependent upon funding controlled or supervised by the Executive Committee. The Executive Committee is also empowered to approve the appointments and salaries of all personnel of all standing boards and committees for all departments.

In addition to the power of review, the Executive Committee can transfer funds on an emergency basis from one department to another. The Executive Committee essentially manages the resources and general operations of the organization, i.e., functionality is the *modus operandi*.⁹

The Executive Committee has virtually total control of one fund. The General Evangelism Fund [not a part of the Evangelism Department budget] is budgeted 13.8% of the total tithes receipts to general headquarters by the Executive Council. For the year ended August 31, 1995, tithe receipts

⁹One former department head shared with this researcher that he was called and told to deposit \$200,000 from his department into general funds. When he shared that his department did not have the money, he was told to borrow it from a bank.

were \$14,298,346.00 (personal communication, March 21, 1996). Approximately \$1,973,171.75 was put into the General Evangelism Fund for disbursement by the Executive Committee. While the Executive Council approves the percentage which goes to this fund and it is understood that certain expenses will be covered by this fund, in essence the Committee is accountable only to itself in allocation of the General Evangelism Fund, i.e., the Executive Council does not review this budget in line item form.

III. EXECUTIVE COMMITTEE CONTROL OF PERSONNEL

Power to reward or sanction personnel by appointment (or lack thereof).

The General Council is authorized to elect the Council of Eighteen and to nominate men to 11 executive positions. The General Assembly affirms the 11 nominations made by the General Council. Thus, the General Assembly participates in 11 elections and the General Council in 29 elections.

The Executive Committee has the privilege of appointing personnel to over 400 positions (Minutes, 1994, 257-295). Those elected by the Assembly are under the supervision of the Executive Committee.

The Assembly has empowered the Executive Committee to make appointments which scope the bureaucracy. Appointments made by the Executive Committee include:

- All State and Provincial Overseers
- All Presidents of Church Colleges, Bible Schools, and School of Theology
- Boards to hear cases of appeals of ministers
- Director of the Department of Benevolence.
- All General Standing Boards and Committees
 - World Missions
 - Youth and Christian Education
 - Evangelism and Home Missions
 - Board of Benevolence Directors
 - Department of Media Ministries
 - General Board of Education
 - Lee College Board of Directors
 - Editor and Publisher Board
 - Board of Directors of Ladies Ministries
 - Chaplains' Commission Board
 - General Board of Trustees
 - National Pastors' Advisory Council

The Executive Committee must approve all area superintendents (and set salaries of same). Names for these positions are submitted to the Executive Committee by the World Missions Board.

All general church personnel not Assembly elected are in the portfolio of the Executive Committee: "The appointments of all personnel made by all standing boards and committees, and all salaries of same, shall be made subject to the approval of the General Executive Committee" (Minutes, 1994, p. 149). The Executive Committee has the power of interpretation in daily management of personnel.

The Executive Committee may consult the Executive Council regarding personnel matters, but consultation is not mandated. Most executive positions are filled with ordained ministers, though such is not a unilateral requirement. For example, Assembly **Minutes** do not require that college presidents, the General Director of Publications, and the Editor-in-Chief be ordained.

The Executive Committee is authorized to permit state overseers in mission states to continue their work, when necessary, beyond the usual tenure limitation (Minutes, 1994, p.148). The Executive Committee may also conference with state overseers in the selection of junior executives on the state level, or in the placement of pastors of larger churches. The rationale is that if a pastor is "promoted" to a general church position, the state in which he serves must provide a vacancy for a general executive who wishes to become a pastor. The Executive Committee is the acting agent in negotiating this exchange.

Most appointments made by the Executive Committee are announced on the last morning of the biennial Assembly. A rigorous routine of meetings by the Executive Committee is driven by the tradition and expectation that all appointments will be made at the Commissioning Service, which is the last official act of the Assembly.

While the incumbent Executive Committee arrives at the Assembly with a tentative slate of leaders, new members

elected to the Executive Committee have input before final appointments are made. Ministers tentatively slated for assignments to positions by the Executive Committee may be elected by the Assembly to other official positions. Or ministers may choose to alter their course of ministry, or reject proffers from the Executive Committee. Converging the variables to provide a full slate of appointments for the Commissioning Service is a marathon process.

As the week of Assembly progresses, the mystique of the Executive Committee is heightened. VIP cars, chauffeured by ordained ministers, transfer the committee from its hotel headquarters to backstage entrances, to eating places and meeting places. The General Overseer may apologize for a personal oversight during a business session with the explanation of having been in virtually all-night Executive Committee meetings. The atmosphere of the meeting becomes progressively charged with speculation and expectation as to who the Executive Committee will appoint to various positions.

CHART 7**SUMMARY: THE EXECUTIVE COMMITTEE****I. CONTROL OF EXECUTIVE COMMITTEE BUSINESS SESSIONS****A. Agenda**

- | | |
|--|----------------------|
| 1. Setting the Agenda | Almost Total Control |
| 2. Determining Placement
of Items on the Agenda | Total Control |

B. Time

- | | |
|--|---------------|
| Setting the Date and Duration
(167 hours per year*) | Total Control |
|--|---------------|

C. Moderator

General Overseer

II. CONTROL OF FINANCES

Almost Total Control

III. CONTROL OF PERSONNEL

Almost Total Control
Appoints to Over 400 Positions

*Figure obtained from General Headquarters.

The Executive Committee sets its own agenda for its meetings. The other 3 polity bodies may present a motion for the Executive Committee to consider, which accounts for the designation in Chart 7 of "Almost Total Control" rather than "Total Control." However, the Committee's method of dealing with the item is discretionary and private. An item's advancement to the other bodies is dependent upon the Executive Committee.

The Executive Committee determines placement of items

on its agenda. It also sets its own meeting dates, times and locations. As with the other polity bodies, the General Overseer is the Chair of the Executive Committee.

In terms of finances, the Executive Committee has almost total control. It has significant influence on motions regarding finance and the structure of such motions which are submitted to other polity bodies. It has complete governance of budgets presented to it. One fund, for which the Executive Council approves a percentage distribution from the Tithe Fund, is at the discretion of the Executive Committee for use without line-item approval from other polity bodies.

Perhaps the most visible area of control held by the Executive Committee is that of appointment of personnel. It has complete control to appoint members to over 400 positions. Some appointments are subject to the approval of the Executive Council, of which the Executive Committee comprises 22%. Some appointments are also subject to a particular board for approval. In such cases, the board itself is appointed by the Executive Committee.

**COMPARISON OF THE FOUR BODIES
IN THE THREE AREAS OF POWER**

The utilization of Harrison's model, with adaptations for the Church of God, indicates a direct inversion of power as posited by the Church of God General Assembly **Minutes**. This analysis concludes that the power rests in the Executive Committee and decreases through the Executive Council, General Council, and General Assembly.

The following analysis of each of these areas summarizes the distribution of power in each body. Each of the 4 bodies (Executive Committee, Executive Council, General Council and General Assembly) will be compared with the others in the 3 areas of business meetings, finances and personnel.

CHART 8

COMPARISON OF THE FOUR BODIES CONTROL OF BUSINESS SESSIONS:

Setting the Agenda and Placement of Items on the Agenda

- | | | |
|--|------------------------------------|--|
| 1. EXECUTIVE COMMITTEE , for meetings of the: | | |
| a. Executive Committee | Almost Total Control ¹⁰ | |
| b. Executive Council | Almost Total Control | |
| c. General Council | Very Much Control | |
| d. General Assembly | Very Much Control | |
| 2. EXECUTIVE COUNCIL , for meetings of the: | | |
| a. Executive Committee | Almost No control | |
| b. Executive Council | Little control ¹¹ | |
| c. General Council | Limited control | |
| d. General Assembly | Limited control | |
| 3. GENERAL COUNCIL , for meetings of the: | | |
| a. Executive Committee | Little control | |
| b. Executive Council | Very little control | |
| c. General Council | Almost no control | |
| d. General Assembly | Limited control | |
| 4. GENERAL ASSEMBLY , for meetings of the: | | |
| a. Executive Committee | Little control | |
| b. Executive Council | Very little control | |
| c. General Council | Almost no control | |
| d. General Assembly | Limited control | |

¹⁰Each succeeding body may bring new motions which must be considered by others. This accounts for "Almost Total Control" rather than "Total Control". "No Control" was also avoided in favor of "Almost No Control" or "Limited Control" for the same reason.

¹¹"Little control" allows for parliamentary maneuvering, however infrequent.

The Executive Committee. The Executive Committee has almost total control of its own agenda, including placement of items on the agenda. Its only restraint to "Total Control" in this area is that it must deal with motions arising from the other 3 polity bodies.

The Executive Committee also predominantly controls which items are brought before the Executive Council for consideration. Final preparation of documents by and for the Executive Council are prepared by paid staff members of the Executive Committee, under the supervision of the General Secretary-Treasurer.

The Executive Committee also sets the agenda for the General Council, with the approval of the Executive Council. The Executive Committee presents a working agenda to the Executive Council for modification and approval before it is sent to the General Council. The same agenda, modified and approved by the General Council, becomes the agenda for the General Assembly.

The Executive Council. The Executive Council, General Council, and General Assembly may initiate motions to be considered by Executive Committee members and their staffs. The Executive Council works from an agenda presented to it by the Executive Committee, and modifies and approves the General Council agenda which originates with the Executive

Committee. This same agenda, after modification and approval by the General Council, becomes the General Assembly agenda.

The General Council. The General Council may present new motions. A new motion originating in the General Council must be approved by the General Assembly to proceed. The Executive Committee then processes the motion for presentation to the Executive Council. If approved, the motion becomes a part of the General Council agenda.

The major control the General Council has concerning agenda is in relation to the General Assembly agenda. The agenda it deliberates before presentation to the General Assembly is a product of elected polity bodies, i.e., Executive Committee and Executive Council.

The General Council's major power over agenda is in rejecting or modifying its agenda, or in initiating new motions for the General Assembly. The General Council can only control sequence if it succeeds in obtaining a special "Order of the Day" for an item.

The General Assembly. The General Assembly receives its agenda from the Executive Committee, modified and approved by the Executive Council, modified and approved by the

General Council. The General Assembly has no input as to placement of items on the agenda, unless it specifies a special "Order of the Day".

The only input the General Assembly has on the agendas of the other 3 bodies is to present motions for consideration. Such motions, if approved by the Executive Committee, become a part of the Executive Council agenda. If approved by the Executive Council, they become a part of the General Council agenda.

In effect, all agendas for polity bodies for the Church of God must be approved by the Executive Committee. All of the bodies are chaired by the first member of the Executive Committee, the General Overseer.

CHART 9**COMPARISON OF THE FOUR BODIES
CONTROL OF BUSINESS SESSIONS:****Setting the Date and Duration of Business Sessions**

- | | | |
|---|--------|-----------------|
| 1. EXECUTIVE COMMITTEE, for meetings of the: | | |
| a. Executive Committee | | Total Control |
| b. Executive Council | | Total Control |
| c. General Council | Almost | Total Control |
| d. General Assembly | Almost | Total Control |
| 2. EXECUTIVE COUNCIL, for meetings of the: | | |
| a. Executive Committee | | No Control |
| b. Executive Council | | No Control |
| c. General Council | | Limited Control |
| d. General Assembly | | Limited Control |
| 3. GENERAL COUNCIL, for meetings of the: | | |
| a. Executive Committee | | No Control |
| b. Executive Council | | No Control |
| c. General Council | | No Control |
| d. General Assembly | | No Control |
| 4. GENERAL ASSEMBLY, for meetings of the: | | |
| a. Executive Committee | | No Control |
| b. Executive Council | | No Control |
| c. General Council | | No Control |
| d. General Assembly | | No Control |

The Executive Committee sets the schedule for its own meetings and for meetings of the Executive Council. Both of these meetings are closed to the public, but may include invited guests. Meetings of the General Council and General Assembly are open to all registered delegates and guests.

Date, duration and location of the business meetings for the General Council and General Assembly are the purview of the Executive Committee. The General Overseer is empowered to appoint a committee of 3 to assist him in preparing a program for the Assembly (Minutes, 1992, p. 147).

Committees exploring Assembly location, etc., are all formed under the advisement of the General Overseer and Executive Committee. A member of the Executive Committee chairs the General Assembly Planning Committee. The chairperson submits to the Executive Committee a list of persons he desires to serve with him. The General Assembly Planning Committee then makes the arrangements for the Assembly as approved by the Executive Council.

The General Council and General Assembly have essentially no control over the time allocated for their business meetings. The time is printed on the General Assembly program which comes from the Executive Council. Only in rare cases may a polity body extend a meeting to contemplate an item of business.

For either of these polity bodies to effect a change in time allocation, it would have to present a motion. The motion would then go before the Executive Committee and Executive Council for modification and approval before it would appear on the agenda of the General Council.

CHART 10				
HOURS THE BODIES MEET AS AN ENTITY				
	Executive Committee	Executive Council	General Council	General Assembly
Hours Per Year	167	96	11.7	1.5

Time allocations for the meetings of the 4 bodies are essentially set by the Executive Committee. The Executive Council has the right to approve the General Council and General Assembly schedules and to request that its own meeting time be extended.

Time Allocations for Each Body as an Entity. When each body is considered as an entity, the number of hours the Executive Committee meets far exceeds any other body in the Church of God.

CHART 11				
HOURS THE BODIES MEET AS AN ENTITY				
	Executive Committee	Executive Council	General Council	General Assembly
Hours Per Year	167	96	11.7	1.5
RATIOS OF HOURS THE BODIES MEET AS AN ENTITY				
RATIO OF:	Executive Committee	Executive Council	General Council	
TO:				
Executive Council	$\frac{167}{96} = 1.7$			
General Council	$\frac{167}{11.7} = 14.0$	$\frac{96}{11.7} = 8$		
General Assembly	$\frac{167}{1.5} = 111.0$	$\frac{96}{1.5} = 64$	$\frac{11.7}{1.5} = 7.8$	

The 5 men on the Executive Committee meet as an entity each year:

One and three-fourths as long as the Executive Council,
Fourteen times as long as the General Council, and
One hundred and eleven times as long as the General
Assembly.

The Executive Council, as an entity, meets each year:

Eight times as long as the General Council, and
Sixty-four times as long as the General Assembly.

The General Council, as an entity, meets each year:

Almost eight times as long as the General Assembly.

It is evident that the Executive Committee meets significantly longer than the other 3 bodies. Further, the meeting time of the General Assembly is relatively insignificant in comparison to the length of the business meetings of the other 3 bodies.

Inclusive Time Allocations for Each Body. Each body contains members of other bodies. For example, Executive Committee members are members of the Executive Council, General Council and General Assembly.

CHART 12

COMPARISON OF THE FOUR BODIES Approximate Length of Time Each Body Meets Per Year

1.	EXECUTIVE COMMITTEE	Hours
a.	As an entity	167.0
b.	As a part of the Executive Council	96.0
c.	As a part of the General Council	12.0
d.	As a part of the General Assembly	1.5
	TOTAL:	276.5
2.	EXECUTIVE COUNCIL	
a.	As an entity	96.0
b.	As a part of the General Council	12.0
c.	As a part of the General Assembly	1.5
	TOTAL:	109.5
3.	GENERAL COUNCIL	
a.	As an entity	12.0
b.	As a part of the General Assembly	1.5
	TOTAL:	13.5
4.	GENERAL ASSEMBLY	1.5
	TOTAL:	1.5

When the TOTAL hours per year the men on each body normally meet is considered, the ratio is even more pronounced (see Chart 13).

CHART 13				
TOTAL HOURS THE BODIES MEET (INCLUSIVE of Other Bodies)				
Hours Per Year	Executive Committee	Executive Council	General Council	General Assembly
	276	109	13	1.5
RATIOS OF TOTAL HOURS THE BODIES MEET (INCLUSIVE of Other Bodies)				
RATIO OF:	Executive Committee	Executive Council	General Council	
TO:				
Executive Council	$\frac{276}{109} = 2.5$			
General Council	$\frac{276}{13} = 20.5$	$\frac{109}{13} = 8$		
General Assembly	$\frac{276}{1.5} = 184.0$	$\frac{109}{1.5} = 73$	$\frac{13}{1.5} = 9$	

The 5 men on the Executive Committee meet in the 4 bodies for a total of 276 hours per year. This is:

Two and one-half times as long as Executive Council members meet,
 Twenty and one-half times as long as the General Council members meet,
 One hundred and eighty-four times as long as the General Assembly members meet.

Until 1996, the men on the Council of Eighteen averaged meeting in the 3 bodies (Executive Council, General Council, General Assembly) a total of 109 hours per year.

This is:

Eight times as long as the General Council members meet, and
Seventy-three times as long as the General Assembly members meet.

The men on the General Council meet in the 2 bodies of the General Council and General Assembly. In doing so, they meet 9 times as long as the members of the General Assembly only.

CHART 14

COMPARISON OF THE FOUR BODIES Moderator

Executive Committee	General Overseer
Executive Council	General Overseer
General Council	General Overseer
General Assembly	General Overseer

As previously stated, the General Overseer moderates the meetings at all 4 general levels of Church of God polity. The extent of power he possesses through his moderation of all meetings will be considered in a later chapter.

CHART 15**COMPARISON OF THE FOUR BODIES****CONTROL OF FINANCES:****Power to control procurement and allocation of monies.**

Executive Committee	Governance of budgets presented. Control of one fund without line-item approval by others. Control of what appears on agenda regarding finances.
Executive Council	Review for modification and approval what is presented by Executive Committee.
General Council	No direct control over finances.
General Assembly	No direct control over finances.

In the area of finances, the Executive Committee has overt power. All budgets are subject to approval by the Executive Committee, the Executive Committee has the power to temporarily exchange money between departments in the case of an emergency, and the Executive Committee has control of most of the General Evangelism Fund without veto power of the Executive Council. While part of the Evangelism Fund is designated, part of it is expended at the discretion of the General Executive Committee. The Executive Committee also basically controls what is on the agenda regarding finances.

Procurement & Allocation of Monies

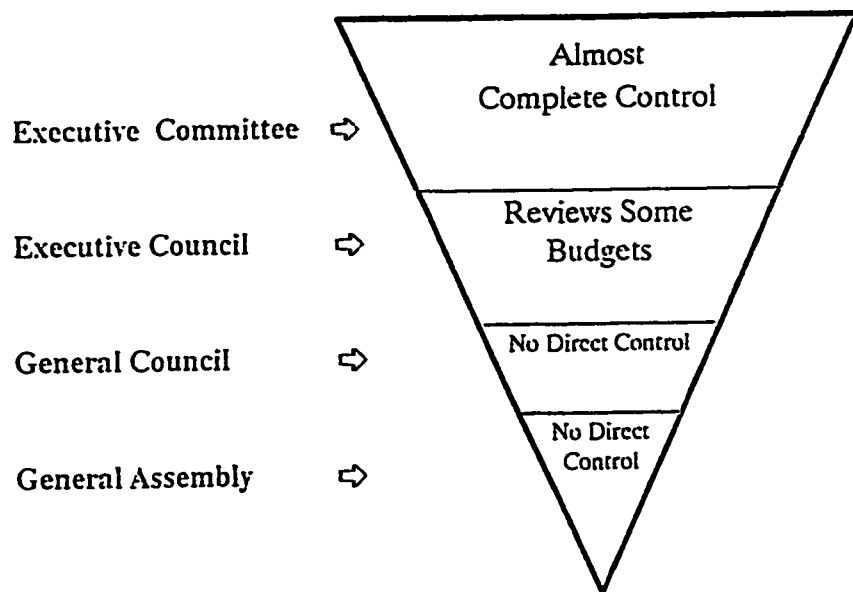


CHART 16

COMPARISON OF THE FOUR BODIES

CONTROL OF PERSONNEL:

Power to reward or sanction personnel by appointment...

Executive Committee	<p>Appoints to over 400 positions. positions.</p> <p>Members vote in the General Council to elect the Council of Eighteen and to nominate the Executive Committee and 6 department executives.</p> <p>Members vote in the General Assembly to elect the men the General Council nominates.</p>
Executive Council	<p>Approves some Executive Committee appointments.</p> <p>Members vote in the General Council to elect the Council of Eighteen and to nominate the Executive Committee and 6 department executives.</p> <p>Members vote in the General Assembly to elect the men the General Council nominates.</p>
General Council	<p>Elects the Council of Eighteen.</p> <p>Nominates the Executive Committee, 6 department executives.</p>
General Assembly	<p>Approves nominations from General Council for election of the Executive Committee and 6 department executives.</p>

In the area of personnel, the Executive Committee holds the power. As members of the General Council, the 5 men on the Executive Committee and the 18 men on the Council of

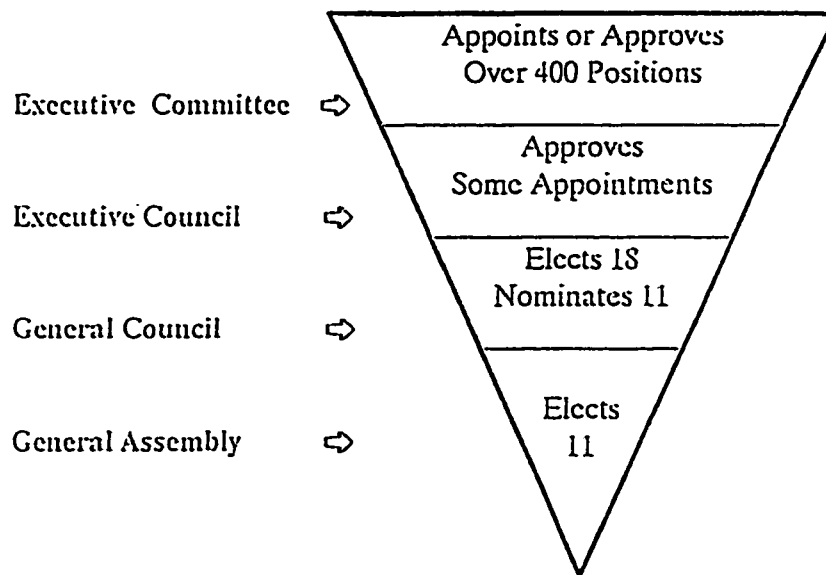
Eighteen cast their individual votes to elect the Council of Eighteen and to nominate the 5 Executive Committee members and 6 department executives to the General Assembly. As members of the General Assembly, they cast their votes to affirm these nominations.

However, it is in the area of appointment that the power of the Executive Committee is so disproportionate. The 5 men on this Committee have power to either appoint personnel or approve appointments to over 400 positions, including all state and provincial overseers, all general standing boards and committees, the presidents of church colleges, boards to hear disciplinary appeals of ministers, and all department directors not elected in the General Assembly.

The Executive Committee has broad powers to appoint, affirm, or censure. Humorously, ministers question whether the Lord Himself is permitted to attend Executive Committee meetings, or if the Committee members inform the Lord of their decisions. Officials and the media under their authority neither print nor speak publicly of appointments until the Commissioning Service, which is the final service of the General Assembly. However, during the week of the General Assembly the delegates informally discuss news and rumors of possible appointments by the Executive Committee. In some cases, those assigned may be relatively unknown to their constituency.

Virtually none of this process has been decreed by the Assembly. The Commissioning Service is a ritual perpetuated from the era of A. J. Tomlinson who developed the tradition of appointing leaders on the last day of the Assembly. It was, and is, power in its rawest form, i.e., promotion or demotion announced publicly, with undeclared merit, and cast in ecclesiastical piety.

Personnel Appointments Made



Procedure has been for delegates entering the auditorium for the Commissioning Service to be given booklets with a listing of positions accompanied by spaces to fill in names as announced by the General Overseer. In the 1994 Commissioning Service, for the first time delegates

were given booklets with names of appointees already printed. These booklets were held in tight security until the chair instructed ushers to make them available to delegates. During the same Assembly the General Overseer apologized to delegates for lack of time to print an agenda for the Assembly Business session.

Audience response to the Executive Committee appointments announced by the General Overseer includes acceptance, applause, sighs and murmurs of unhappiness. Disappointment is the delegates' nemesis: there is no recourse. Delegates are instructed that much prayer and consideration have prefaced appointments believed to be divinely approved. The Executive Committee has spoken.

Summary

Utilization of Harrison's model, with adaptation for the Church of God, presents a clear picture of the holders of the power within the Church of God. The Executive Committee of the Church of God has the power of control in the areas of business meetings, finances and personnel.

CHAPTER III

OTHER INDICATORS OF POWER OF THE ELECTED BODIES

INTRODUCTION

Chapter II indicated that the three areas of business meetings, finances and personnel are controlled by the elected bodies of the Church of God. This chapter analyzes other evidences of their control, and indicates a power structure different from that offered by the General Assembly Minutes.

CHART 17

CRITERIA FOR MEMBERSHIP WITHIN EACH VOTING BODY

General Assembly	Member of the Church of God (over age 16). Registered and present at the biennial meeting with proper credentials.
General Council	Male member of the Church of God (over age 16). Registered and present at the biennial meeting with proper credentials. An ordained minister.
Executive Council	Composed of the Executive Committee and the Council of Eighteen: Male member of the Church of God. An ordained minister. Elected by the General Council.
Executive Committee	Male member of the Church of God. An ordained minister. Nominated by General Council. Elected by General Assembly.

The previous chart contains a summation of the requirements for membership in each body. As previously indicated, there is significant disparity in the number of hours each body meets annually.

CHART 18

**MEMBERSHIP INCLUSION AND THE NUMBER OF HOURS
MEMBERS MEET YEARLY WITH EACH BODY**

Group:	General Assembly**	General Council**	Executive Council*	Executive Committee*
Executive Committee				167.0
Executive Council			96.0	96.0
General Council		11.7	11.7	11.7
General Assembly	1.5	1.5	1.5	1.5
TOTAL	1.5	13.2	109.2	276.2

* Figures obtained from general headquarters.

** Average of 1988, 1990, 1992 meeting times.

Total meeting hours present a dramatic picture indicating that discussion of business is primarily effected

in the Executive Committee and in the Executive Council. As formal power has developed, there has been a commensurate development of informal power. Leaders have assumed powers neither codified nor delineated by the Assembly. The Executive Committee acts in the interest of function and efficiency as perceived from their position.

The Executive Committee, in addition to meeting as an entity, also meets with the Council of Eighteen as part of the Executive Council. Business of the General Council is from an agenda prepared by the Executive Council, of which the Executive Committee is a part. The Executive Committee, in conjunction with the Executive Council, sets the time allocation for the General Council and determines which items go on the agenda and the order in which they appear. The agenda of the General Assembly is the General Council's modified agenda. The General Overseer moderates all of these bodies.

Departmental business sessions are presided over by people appointed by and dependent upon the Executive Committee for re-appointment. The Executive Committee is also authorized to transfer money, temporarily, from one department to another in case of emergency, without consent of department heads.

Harrison (1959, p.87) observes of American Baptists that increasing bureaucracy developed "an informally organized Baptist elite, a group of leaders whose authority

has never been fully legitimated." Talcott Parsons' (1951) functional theory presumes leadership is a component part of an organization, and leaders who cognize essentials for survival of the organization achieve power not prescribed. Elected executives in the Church of God are legitimately placed in office. At issue is the differential between prescribed boundaries for executives and their functional activities.

This chapter analyzes the following evidences of power held by the elective bodies, and particularly the Executive Committee:

- A. Popular Democracy in Action: Attendance at General Assembly and General Council Meetings
- B. **Robert's Rules of Order**
- C. Seating in Business Meetings
- D. Authorized Power and Assumed Power
- E. Power of the General Overseer

**POPULAR DEMOCRACY IN ACTION: ATTENDANCE AT
THE GENERAL ASSEMBLY AND GENERAL COUNCIL MEETINGS**

The original intent of the General Assembly, "To meet in Biennial Conference with all ministers and laymen who wish to attend to search the Scriptures and put them into practice" (Minutes, 1994, p.140), is now limited to laity's self-funded opportunity to attend the final 3 hours of business meetings of biennial Assemblies. Discussion of scripture is secondary to the agenda. The small percentage of registered delegates who attend business sessions of the General Assembly and General Council suggests that delegates have a low perception of their power to negotiate change.

Attendance at the GENERAL ASSEMBLY Business Sessions

Approximately 3 hours per biennial General Assembly is set aside for the General Assembly Business Session. Male and female members of the Church of God, laity and ministers, registered as a delegate and over the age of 16 can speak and vote in this meeting. Seating for ordained ministers, non-ordained ministers and laity is unrestricted.

As in each of the other three levels of business meetings, the General Overseer is the moderator. Official posts and offices of the Assembly are almost totally comprised of ordained ministers, either by virtue of their

executive position or by virtue of their appointment by the elected executives of the Assembly.

Non-ordained ministers and lay delegates lack the visibility of ordained ministers within the General Assembly business session. The number of ordained ministers present and speaking is often sufficient to cause parliamentary inquiries of why ordained ministers should be allowed to dominate the discussion.

In the 1994 General Assembly ordained ministers had the privilege of participating in business sessions for 3 hours in the General Assembly and almost 25 hours in the General Council. Non-ordained ministers [licensed and exhorter] and laity could only observe the General Council sessions (less than 25 hours) and actively participate in the 3-hour General Assembly session. Forty-seven percent (3,288) of ordained ministers (6,981) registered for the 1992 General Assembly, while only 9 percent (1,218) of non-ordained ministers (13,531) registered for the same General Assembly.

CHART 19
CHURCH MEMBERSHIP AND REGISTRATION
1992 GENERAL ASSEMBLY

Church Membership	General Assembly Registration	Ratio	Percentage
	Total: 13,801 Guests: 53		
Total Members: 2,719,780	Members: 13,748	$\frac{13,748}{2,719,780}$	0.5%
Lay Members: 2,699,268	Lay Members: 9,242	$\frac{9,242}{2,699,268}$	0.005%
Ordained Ministers: 6,981	Ordained Ministers: 3,288	$\frac{3,288}{6,981}$	47.0%
Non-Ordained Ministers: 13,531	Non-Ordained Ministers: 1,218	$\frac{1,218}{13,531}$	9.0%

By polity all 2,719,780 members of the Church of God, minus those under the age of 16¹, had the right to attend, speak and vote in the 1992 Assembly. A total of 13,748 members registered as delegates to the General Assembly, which is approximately one-half of one-percent (0.5 %) of total membership.

In contrast to the 47% of the 6,981 ordained ministers registered for the 1992 Assembly, only 9% of the 13,531 non-

¹Since age is not specified in membership records, the exact number of members under age 16 cannot be determined.

ordained ministers [licensed and exhorters] registered for the same Assembly. Although non-ordained ministers outnumber the ordained about 2-1 in the Church of God, the ordained outnumbered the non-ordained about 3-1 in registration at the General Assembly.

Records of floor count in the General Assembly business session are not kept, except when there is a parliamentary "division of the house". In 1992 a division of the house over the issue of "Divorce and Remarriage"² totaled 2740 voting delegates, which gives an indication of the number who attend this biennial 3-hour meeting.

The 2740 delegates (ministers and laypersons) voting on the "Divorce and Remarriage" issue in 1992 was barely more than 20% of the registered delegates and less than 11% of an estimated 25,000 total Assembly attendance.

²The issue of divorce and remarriage has been a critical issue since the early history of the Church of God. Recently discussion has focused on credentialing ministers who have divorced and remarried, or who marry a divorced person. Until 1992 no minister could hold ordination if either he or his wife had a living former spouse.

CHART 20

**1992 STATISTICS:
GENERAL COUNCIL AND GENERAL ASSEMBLY**

	Size of Body	Percentage of Ordained Ministers	Percentage of Total Church Membership
General Council	1676- 2454	24%-35%	0.06%-0.09%
General Assembly	2,740	*	0.10%

Ordained Ministers: 6,981
Church Members: 2,719,780

* Not able to determine this, because the floor count did not distinguish between ministers and laity.

Effectively, one-tenth of one percent (0.1%) of the membership of the Church of God comprised the floor count for the divorce issue, which has historically been one of the most difficult controversies for the denomination. Since this issue is one of the most frequently debated and hotly contested issues in recent decades, it is reasonable to assume that delegate attendance was in the higher range.

Ministers (ordained, licensed, and exhorters) and lay delegates are not differentiated in the business session, which makes it impossible to know how many of the 2740 delegates present for the "Divorce and Remarriage" issue were ministers.

Registered guests at the General Assembly numbered 53, children 2563, and "Lay Persons" 6664. Children and lay persons combined totaled 9227. If every person of the floor count of 2740 in the 1992 General Assembly Business Session had been a lay person, this would have been only 30% of the number of registered lay delegates, and 0.001% of the total membership of the Church of God at that time.

Conversely, had every person in the General Assembly session total of 2740 been a minister (ordained and non-ordained), only 61% of those registered attended the General Assembly business session. Approximately 4 of 10 ministers present and registered at the biennial General Assembly did not participate in the General Assembly business session..

Fact lies somewhere between these two hypotheticals. Allowing the maximum for each group, it is still evident that 70% of lay delegates and 40% of ministers who were registered at the General Assembly did not attend the General Assembly Business Session.

These statistics emphasize that among delegates who fund their own way to the Assembly and pay fees to register, there is a low priority to attending business sessions.

CHART 21

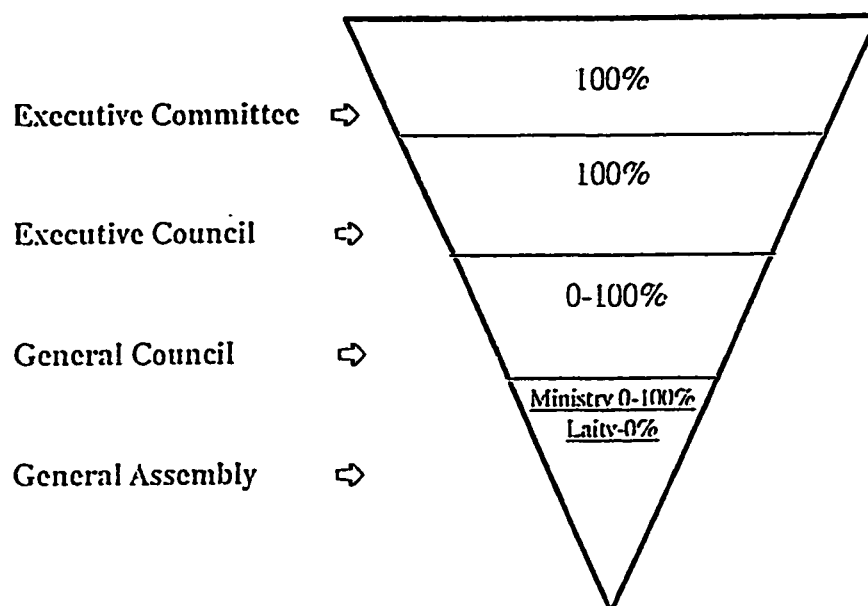
SOURCES OF FUNDING FOR ATTENDANCE AT BUSINESS MEETINGS

	Place of Meeting	Source of Funding for Attendance
General Assembly	Biennial General Assembly	Ministers: Funded up to 100% by local church, state, headquarters, or area of ministry. Lay Members: Fund themselves totally.
General Council	Biennial General Assembly	Ordained Ministers: Funded up to 100% by local church, state, headquarters, or area of ministry.

Attendance at the GENERAL COUNCIL Business Sessions

While laity are not funded to the General Assembly and are not representative of any group, it is different for ministers. Ostensibly, ministers are funded (partially or fully) to represent their congregations in the business sessions. Local church clerks receive a letter from their respective State Overseer recommending that the expenses of the pastor's family be paid to the General Assembly. Generally, these letters specify minimal amounts.

Funding for Attendance at Meetings



Though licensed and exhorter ministers are not allowed to vote in General Council sessions, they do have voting privileges in the General Assembly. The fact remains that attendance in business sessions is not a high priority for laity or for ministers.

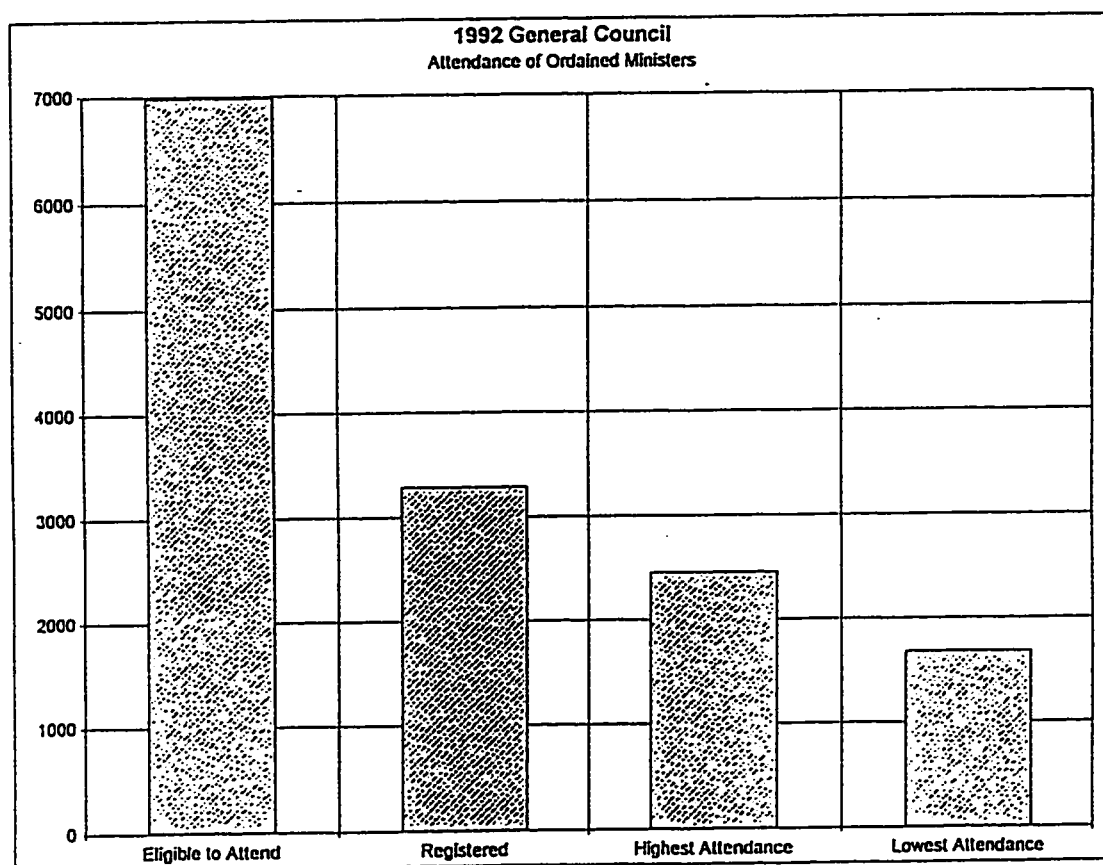
CHART 22**ATTENDANCE IN 1992 GENERAL COUNCIL
Ordained Ministers**

	Number Eligible to Attend	Number Registered at Assembly	Highest Count in a Session	Lowest Count in a Session
Number	6981	3288	2454	1676
Percentage of the 6981 Eligible to Attend	100%	47%	35%	24%
Percentage of the 3288 (47%) Ordained Ministers Registered at Assembly			75%	51%

Floor count of the number of ordained ministers voting in the General Council elections in 1992 indicated that the highest number present at any one time was 2454, or 75% of ordained ministers registered as delegates. The lowest number present in a General Council election was 1676, which was 51% of ordained ministers registered as delegates. Of the ordained ministers who registered and made the trip to the General Assembly, 25% - 49% were not in attendance at the General Council business sessions.

A total of 3,288, or 47%, of all 6981 ordained ministers in the Church of God registered to attend the 1992 Assembly. Only 24% to 35% of the total number of ordained ministers in the Church of God (6981) attended the Ordained

Council in 1992. Thus, all elections were conducted and all business decisions were made by 24% - 35% of ordained ministers.



Summary

Polity espouses popular democracy entailing the assumption that all members have equal and full right to voice and vote. Low percentages of attendance in General Assembly and General Council business sessions by ministers and lay persons alike reflect either disinterest and/or perceived lack of power.

Ostensibly, delegates go to the Assembly to discuss the business of the Church of God and to discuss scriptures. In reality, voting records indicate that laity and ministers give low priority to attendance and participation in business sessions. In fact, barely more than one-tenth of one percent (0.11%) of the total church membership is present in any business meeting.

ROBERT'S RULES OF ORDER

A factor which may contribute to low attendance in business sessions is the use of **Robert's Rules of Order** for parliamentary procedure. What was instituted to simplify and order the meetings may serve as an intimidation factor actually discouraging participation.

Next to the Bible, **Robert's Rules of Order** is the sacred book at the General Council and General Assembly Business Sessions. However, most ministers are significantly better versed in the Bible than in **Robert's Rules of Order**.

In the 1994 Assembly, ordained ministers were issued basic written guidelines for parliamentary procedure. Exact determination of procedure is according to the Moderator's (General Overseer's) interpretation of **Robert's Rules of Order**. Parliamentarians appointed by the General Overseer are present to assist him at his request.

The General Overseer has significant discretionary latitude within the Business Sessions, e.g., to call a time of prayer or allow a privileged speech. Ministers may be frustrated or embarrassed by being declared parliamentarily incorrect. Consequently, many ministers are reluctant to attempt to gain the floor. It is not uncommon for ministers to seek out a colleague to present a speech concerning an issue.

Most Church of God ministers have few other occasions to be in meetings governed by **Robert's Rules of Order**. This lack of experience, coupled with the threat of embarrassment in front of such a large gathering of peers, is certain to affect the course of discussion in the approximately 25 hours the General Council and the 3 hours the General Assembly meet biennially.

Summary

No study has been done on the impact of **Robert's Rules of Order** on Church of God polity development. However, rigid dependence upon **Robert's Rules of Order** is a significant departure from the "New Testament, or law of Christ, for your only rule of faith and practice" principle of equality established by Richard Spurling and his followers in 1886.

SEATING IN THE BUSINESS MEETINGS

A review of Assembly protocol is indicative of how positioning postures power. In the General Council and General Assembly Business Meetings, members of the Executive Committee, the Council of Eighteen, former General Overseers, and others designated by the Executive Committee sit on a raised stage in the front of the auditorium accessible only by an "official pass". "Sergeants-at-Arms" (ordained ministers selected by the Executive Committee) are responsible to validate all persons desiring access to the stage.

The design of the stage for the General Council and General Assembly meetings always puts the Executive Committee in front of the Executive Council. There is the appearance of conforming to tradition, showing respect for former leaders, and following conventional conference techniques. However, being seated in a place of honor for "officials" leverages power. The implication is that those on the platform are more knowledgeable, veteran, revered, or have higher authority--from God and man.

Traditionally, Executive Committee members rarely come off the stage to the floor, either before or after sessions. It is uncommon for officials to enter the general audience. They enter the stage through a monitored area and wear special passes, arriving and departing just before and after

sessions. The platform is at an elevation of approximately 4 feet. Persons who approach the stage to speak with officials during breaks in business are at a height disadvantage.

Ministers desiring to speak during a business session go to a microphone in their area and press a button which switches on a light above the microphone. Simultaneously, a sequence number on an electronic board near the moderator is lighted. An assistant to the moderator manages the electronic board and notifies the moderator of the next speaker. Voting and other parliamentary procedures may alter this sequence.

Officials on the stage are in close proximity to a microphone and have privileged access to the moderator. Those who do speak from the platform have the advantage of being designated "official". They are in fraternity of leadership with the Chair.

Speeches from the floor opposing or challenging the Chair or established leadership structure risk what Berger (1969) alludes to as primeval forces challenging ultimate good. Consequently, those speaking from the floor must overcome the inherent liability of followers challenging leaders.

In the 1994 General Council the microphone for "officials" was moved from the stage to just in front of it on the main level. Historically, speakers on the stage

spoke from a microphone on the stage. In extraordinary situations a member of the platform would go to the main floor to make a speech, symbolizing a lack of consensus among the officials. The paradox is that an official leaving the platform to speak from the main body affirms:

1. Executives perceive the stage as a statement of power, or
2. Executives feel that the body perceives the stage as a statement of power, or
3. Executives follow tradition.

The perception of power is revealed in the design of the Executive Council meeting room at General Headquarters in Cleveland, Tennessee. The room is on the highest floor ("Fourth Floor") of the headquarters building and adjacent to the General Overseer's office.

Similar in structure to the layout of the General Council and General Assembly meetings, where the elected bodies sit on a stage facing the members, here the Executive Committee sits facing the members of the Council of Eighteen. Members of the Council of Eighteen are seated in rows facing the Executive Committee. Each member on the Council of Eighteen is seated by order of election, which suggests deference to colleagues elected first.

The chairs of the members of the Executive Committee are higher than the chairs of the members of the Council of

Eighteen. The center chair for the General Overseer is a few inches higher than the chairs of his assistants.

Summary

Seating in all 4 of the business meetings suggests a power elite, but nowhere is it as evident as in the Executive Council meeting room. The design of the room is a statement of the perceived power accorded the Executive Committee, and especially indicates the power of the General Overseer. The design was not Assembly mandated. It describes a pyramid management structure, not a lateral management structure.

AUTHORIZED POWER AND ASSUMED POWER

Power granted to the Executive Council and the Executive Committee by authority of the General Assembly is listed in the **Minutes** of the General Assembly (see Appendix B) .

Rhetoric of the power structure grants the Assembly full power and authority while, operationally, the Assembly has minimal power and authority. According to the **Minutes**, the Executive Council is granted significant power. Again, there is variance between rhetoric and practice. In reality, the Executive Committee is a powerful body exhibiting power in areas not specifically granted by the Assembly.

Authorized Power and Assumed Power: The Executive Council

Formal duties which are ascribed to the Executive Council are as follows (Minutes, 1994, pp. 145-147):

DISCIPLINE

1. To act in a judiciary manner regarding discipline or other difficulties involving executive officials.
2. To estop any official for misconduct, until further procedures are followed.
3. To approve by a three-fourths majority the reinstatement license of any minister who has been disciplined for improper sexual behavior.

FINANCES

4. To work with the General Overseer in the distribution of tithe monies sent to the international offices.
5. To approve allotments for disabled and retired ministers.
6. To establish a loan fund for interim financing of churches pioneering work in new areas.

PERSONNEL

7. To replace personnel for certain offices vacated between Assemblies.
8. To cooperate with the General Overseer in assigning the World Missions portfolio.

TEACHINGS & DOCTRINE

9. To receive in writing and process (before the General Council meets) all measures that could change teachings of the Church of God. (Teachings are the practical application of doctrinal positions, e.g., whether or not tobacco products should be consumed by members.)
10. To receive in writing and process (before the General Council meets) all measures that could change doctrine of the Church of God.

OTHER

11. To meet biennially with the International Advisory Committee to discuss and project international ministries.
12. To consider and act upon any and all matters pertaining to the general church.
13. To approve the establishment of any higher education facility (Bible College or liberal arts college.)
14. To initiate a radio and television program in the interest of the Church of God.

15. To fill the vacated office of an assistant General Overseer by following a pre-set plan to move the remaining assistant(s) up a step in the hierarchy.
16. To fill the Executive Committee vacancy of Third Assistant General Overseer by moving the General Secretary-Treasurer up to Third Assistant.
17. To reorganize, amplify, and clarify as necessary all information in the **General Assembly Minutes** pertaining to property ownership and the various boards of trustees.

Duties outlined in the **Minutes** indicate a powerful Executive Council. However, there are factors in the administrative structure which tilt the balance of power away from the Executive Council toward the Executive Committee. For example, Executive Committee members:

1. Are the only members of the Executive Council to have offices on the highest level ("Fourth Floor") of general headquarters.
2. Administrate the international activities of the church on a daily basis.
3. Have administrative staff to assist them in general management.
4. Have paid staff to assist them with Executive Council agenda.
5. Can be appointed by the General Overseer to serve on any Executive Council committee.
6. Can serve as the Chair of any Executive Council committee.
7. Serve as the Chair or liaison for all projects of the Executive Council.
8. Have greater administrative and fiscal power than Executive Council members, i.e., preliminary review of budgets, emergency transfer powers, etc.

9. Have control of their own travel plans and itineraries, with reimbursement of expenses from the general church--a benefit not available to members of the Executive Council.

Election to the Executive Council correlates with appointment(s) by the Executive Committee to a board or committee. Time and expense are part of the rationale for multiple assignments to one individual. Members serving on more than one board or committee can arrange multiple meetings during a single trip. Whatever rationale is fundamental to an appointment, the member in accepting an appointment assumes a subordinate relationship to members of the Executive Committee.

Summary

The high profile of the Executive Committee is not applicable to the Executive Council. The Executive Council normally meets only three times each year. The General Overseer is the chairman of the Executive Council, and the other four members of the Executive Committee are members of the Council. The 5 members of the Executive Committee are the only elected and salaried general executives which serve on the Executive Council. While the Executive Committee has control of budgets to fund initiatives, other members of the Executive Council lack the resource of direct control of funds.

Formally, the Executive Council is granted broad authority. Structurally, the Executive Committee holds the power. The authority of the Executive Council is primarily limited to:

1. Counseling with the General Overseer;
2. Filling vacant Executive Committee offices (per a stipulated procedure moving each man up a notch in the hierarchy);
3. Handling disciplinary actions;
4. Cooperating in the allocation of general funds;
5. Approving new ministries;
6. Protecting the church's teachings and doctrine.

In essence, authority and boundaries of the Executive Council are dependent upon the power of the Executive Committee.

Authorized Power and Assumed Power: The Executive Committee

There are 11 items stipulated in the **Minutes** (1994, p.148) as authorized power of the Executive Committee. Seven of those items relate to power of appointment, which was discussed in Chapter 2. One item deals with the tenure limitation of the Committee. The remaining 3 items grant the Committee the rights:

- a. to act as an emergency board,
- b. to transfer money temporarily from one department to another,
- c. to intervene on the state level when it is deemed necessary.

Following is a list of actions performed by the Executive Committee, for which the **Minutes** of the Assembly do not specify empowerment:

DATA/INFORMATION

1. Controlling the release of data and information about the denomination. Reports of all ministers and churches are filed monthly with general headquarters. This information is computerized and available for general officials, but it is only available to non-officials with approval of the Executive Committee.
2. Classifying **Minutes** of the Executive Committee and Executive Council and restricting and controlling the release of same.
3. Restricting access to historical archives or information from same.
4. Approving or disapproving manuscripts considered for publication by the denomination's presses.

ESTABLISHING

5. Starting new departments without Assembly approval, e.g., Laymen's, Ministerial Care, Ministerial Development, Stewardship, Music.³

FINANCIAL

6. Overseeing the administration of the Aged Ministers' Retirement Fund. While these funds are separate from general church funds, the Executive Committee appoints the director.
7. Approving or rejecting the sale of campgrounds and other properties/facilities collectively owned within a region/state.

³Certain duties and responsibilities are shared between the Executive Committee and Executive Council.

8. Determining emergency needs and how they shall be funded, e.g., arson of a Lee College dorm resulted in a letter from the Executive Committee to 300 pastors of larger churches encouraging a special offering of at least \$2,000.
9. Managing the General Evangelism Fund without accountability to anyone, other than approval of a gross budget (indicating percentage allowance) by the Executive Council.

PERSONNEL

10. Selecting speakers for the Assembly worship services and other general meetings of the denomination.
11. Assigning liaisons to represent general headquarters in regional and state meetings.
12. Developing itineraries, nationally and internationally, for members of the Executive Committee, with travel expenses paid by the general church.
13. Requesting that church officials, nationally and internationally, come to general headquarters or other designated meeting places to confer with or be held accountable to the Executive Committee.

POWER OF VETO

14. Edicting reversal of decisions by any standing board, committee, or department, i.e., "The Executive Committee met and decided..." at their discretion (personal communication, May 4, 1994).

These 14 items are not specifically stated in the denomination's **Minutes** as being rights and responsibilities of the Executive Committee. A former Executive Committee member observed that "inferred power" is a logical explanation of the broad powers of the Executive Committee.

The legitimacy of Executive Committee actions is not the primary concern of this research. This research analyzes whether expanding bureaucracy has centralized power to the Executive Committee.

Summary

In several interviews with present and former members of the Executive Committee, respondents have maintained that the committee is careful to operate as per mandate of the Assembly. A member of the Executive Committee in 1994 insisted that "judicial interpretation" is sometimes necessary, i.e., the Executive Committee judicially decides that the Assembly's authority to the Executive Committee can be rightfully extended to legitimate certain executive actions (personal communication, May 11, 1994). Effectively, this philosophy broadens the powers of the Executive Committee over the legislative and judicial arms of the church.

Those making executive decisions are the same persons benefiting from executive power. When matters cannot be judicially resolved by the Executive Committee, the Committee refers the issue to the Executive Council, General Council or General Assembly for clarification. The paradox of this perspective is that the Assembly has maintained since 1905 that it is the sole "judicial" body of the Church

of God and that no decision is final until it is approved by the Assembly. In reality, the Executive Committee is the most powerful change agent of the bureaucracy.

POWER OF THE GENERAL OVERSEER

From the beginning, the power of the office of General Overseer was broad:

...we hereby institute the name, General Moderator, whose term of office shall commence at the closing of each yearly Assembly and expire the following year at the same time or until his successor is selected.

The duties of said officer shall be as follows,--

- To issue credentials to ministers,
- to keep a record of all the preachers and evangelists within the bounds of the Assembly,
- to look after the general interests of the churches,
- to fill vacancies either in person or by sending someone who in his judgment would edify the body of Christ,
- and to act as moderator and clerk of the General Assembly.

The General Overseer still moderates the General Assembly, but no longer acts as clerk of it. The clerk of the General Assembly is the General Secretary-Treasurer, another member of the Executive Committee.

In addition to moderating the meetings, the General Overseer can appoint members of committees and parliamentarians to serve during the General Council and General Assembly meetings (Minutes, 1994, p. 141). During business sessions of both the General Council and General Assembly, the General Overseer has the right to make introductory remarks and privileged statements, e.g.

whatever powers are ascribed him by **Robert's Rules of Order**. He has the power to include songs, speakers, reports, announcements, instructions, call for breaks, etc. The General Council can be officially opened and an "Hour of Prayer" be declared before dealing with agenda.

Confrontation

While ostensibly the Bible is the highest rule of order for the Assembly, the Chair rigidly holds to parliamentary procedure for management of the body. **Robert's Rules of Order** governs the day. Deviations from parliamentary procedure are rare and inconsequential to polity. On occasions when conflict between the floor and the Chair has been intense, the Chair has deferred that parliamentary procedure must prevail or the Assembly would suffer disorder.

For example, in the Tuesday morning, August 9, 1994, General Council session, the researcher observed when a member attempted to establish an "Order of the Day". The Chair did not rule against the proffer of the member but positioned that such would challenge the power of the Moderator. He called for a vote by the body: "All those who are in favor of the Chair being the ruling order of this body, will say 'Aye'".

The issue was lost in a test of the power of the Chair. Anyone voting "No" would have been rejecting the authority of the General Overseer. However, the body's affirmation that the General Overseer was the ruling order resulted in the General Overseer's rejection of the member's proffer of "Order of the Day", denying further discussion.

In summary, administration of the Assembly is an executive function, which validates that the Executive Committee has power to arbitrarily establish procedures and change administrative policy. Authority granted by the Assembly is broadened until the Executive Committee's power influences the character and structure of the Assembly. The General Overseer is the most powerful change agent of the General Assembly.

Control of Business Meetings

Another example of the broad power which the General Overseer possesses is apparent in a review of the 1994 General Assembly Session. After declaring the 1994 General Assembly Business Session "open for business", the General Overseer stated his instructions for the session:

1. Procedures to be guided by **Robert's Rules of Order 1990**. "Chair will do all within his power to insure that we remain within these guidelines."
2. "Chair will also remind body that before **Robert's Rules of Order**, we are governed by the Holy Spirit."

3. Chair observed that the General Council had been commended for their decorum, and that it would be his hope the same decorum would be observed in this session.
4. Chair apologized for not being able to present a printed agenda to delegates for the business session. He explained that the time between the last General Council (ordained ministers) meeting and the business session (all delegates) had not been adequate for printing of an agenda.
5. Chair instructed that as much as possible the agenda would be scrolled on the overhead projector (record kept by researcher, August 12, 1994).

Later in the session the General Overseer reminded delegates that they had every right to full and free discussion and he would do nothing to impede this right. However, the Chair emphasized that the agenda was long, time was limited, and all items not dealt with would be referred back to the Executive Council for the agenda of the next Assembly in 2 years.

A total of 2 hours and 30 minutes (150 minutes) had been allotted for the General Assembly Business session.

The time was utilized as follows:

1. Business Session of 132 Minutes
 - a. 118 minutes
 - (a) instructions
 - (b) elections
 - (c) discussion
 - (d) voting
 - (e) resolutions.
 - b. 14 minutes
 - (a) privileged statements
 - (b) speeches (not related to the agenda)
 - (c) prayer.

2. Early Adjournment of Business Session: 18 Minutes before scheduled time for completion.

Summary

Some things which have accrued as responsibilities to the General Overseer have not been duly authorized by the General Assembly, but are assumed powers which have become custom. An example of this is the presentation of the General Overseer's Annual Address to all delegates, typically on the opening night of the General Assembly. The form of this address is not consistent and may be a mixture of sermon and statistics indicating the good health of the church. The text of this address is included virtually verbatim in the respective **Minutes**.

A former member of the Executive Committee candidly stated that the General Overseer probably inherited a lot of traditional power from first General Overseer Tomlinson's method of leadership: "Assistants to the General Overseer tend to give him a lot of respect. He has a lot of power" (personal communication, March 1994).

CHAPTER IV

THE EXECUTIVE COMMITTEE: PATH, TENURE AND SUBSEQUENT PLACEMENT

This research has demonstrated that authority and power in the Church of God are largely vested in the Executive Committee, 5 men nominated biennially by the General Council and elected by the General Assembly. The composition of the Executive Committee since 1968 has been: General Overseer, First Assistant General Overseer, Second Assistant General Overseer, Third Assistant General Overseer, and General Secretary-Treasurer.¹²

THE PATH TO THE EXECUTIVE COMMITTEE

The nomination of those who will serve on the Executive Committee can only be made by ordained ministers (a small percentage of the membership of the church) who attend the General Council (a small percentage of all ordained ministers) and who are present in the business sessions during the nominating process (an even smaller percentage). These men normally choose those of high visibility within the church structure, and appointment to positions of high visibility is controlled by those on the Executive Committee.

¹²For a listing of the specific duties of these various offices, see Appendix B.

There are no political groups, signs, or campaign speeches at the General Council. Delegates vote for those they know. Candidating is informal and unofficial. No one publicly announces intentions for an executive office. High visibility is correlated with the possibility of election. Preaching at campmeetings, conferences, conventions, writing letters, contacting friends, publishing articles or books, etc., are avenues to communicate ambitions for leadership.

By the time balloting begins there is often a consensus of leading candidates, a "verbal" roster. It is not uncommon for the General Overseer to be nominated on the first or second ballot.

Current Executive Committee Members

A look at the route the members elected in 1994 took to the Executive Committee indicates a pattern or path leading to election. The following table indicates their first year on the Committee (some have served more than once), where they served immediately prior to being elected to the Committee for the first time, and whether or not they were appointed or elected to their pre-Committee position. If they were elected to their last pre-Committee position, the item in parenthesis indicates their place of appointment immediately preceding that election.

CHART 23

ROUTE TO THE EXECUTIVE COMMITTEE
FOR THOSE ELECTED IN 1994

Name	First Year on Committee	Method of Prior Appointment: Prior Appointment & Location
Atkinson	1994	ECA: SO-Alabama
McGuire	1994	Elected: Assistant Director of Evangelism and Home Missions [Cleveland] (ECA: SO-North Carolina)
Fisher	1989	ECA: SO-North Carolina
White	1982	ECA: SO-Alabama
Hughes	1966	ECA: President of Lee College

ECA = Executive Committee Appointment
 Elected = Nominated by General Council
 Elected by General Assembly
 SO = State Overseer

The career paths of present Executive Committee members are given in Appendix E. They took a shared route to the Committee: that of being a State Overseer, particularly of a large southern state. Three of them, Atkinson, Fisher, and White, moved from Alabama, North Carolina and Alabama, respectively, into Executive Committee positions. Alabama and North Carolina are two of the largest church membership states in the movement (see Appendix F).

Dennis McGuire's immediate pre-Committee position was that of Assistant Director of Evangelism and Home Missions, an elected position. Three men within the last 25 years have gone directly from Director of Evangelism and Home Missions (Nichols, 1978; Crowley, 1982; Knight, 1970) to the Executive Committee.

Ray Hughes has served on the Executive Committee longer than any other man. Immediately prior to his first election to the Committee in 1966, he served as President of Lee College, a position appointed by the Executive Committee in conjunction with the Lee College Board of Directors.

Both McGuire and Hughes served as State Overseers, appointed by the Executive Committee, in their positions immediately prior to the ones they held when elected to the Executive Committee. McGuire served as State Overseer of North Carolina and Hughes as State Overseer of Maryland/Delaware/DC.

The following chart indicates routes other men have taken to the Executive Committee in the last 25 years. Analysis of pre-Executive Committee appointments and elections indicates a similar pattern leading to election to the Executive Committee.

Executive Committee Members: 1970-1990**CHART 24****ROUTE TO THE EXECUTIVE COMMITTEE: 1970-1990**

Name	First Year on Committee	Method of Prior Appointment: Prior Appointment & Location
Rice	1990	ECA: SO-Florida
Nichols	1986	ECA: SO-Florida
Vest	1986	ECA: President of Lee College
Crowley	1982	Elected: Director of Evangelism and Home Missions (ECA: SO: Northern Ohio)
Hart	1982	ECA: SO-Florida
Thomas	1978	ECA: SO-North Carolina
Culpepper	1974	ECA: SO-South Carolina
Lowery	1974	SA: Pastor: North Cleveland, TN
Timmerman	1974	ECA: SO-Georgia
Byrd	1972	ECA: SO-Georgia
Knight	1970	Elected: Director of Evangelism and Home Missions (ECA: SO-Indiana)
Lane	1970	ECA: SO-Alabama

ECA = Executive Committee Appointment
 Elected = Nominated by General Council
 Elected by General Assembly
 SA = State Appointment
 SO = State Overseer

Chart 24 indicates the route to the Executive Committee incorporates being the State Overseer of a large, usually southern, state. Between 1970 and 1994 three State Overseers came from Florida, two from Georgia, and one each from North Carolina, South Carolina, and Alabama, to the Executive Committee. These are the largest states in membership (see Appendix F).

One member, Lamar Vest, moved to the Executive Committee directly from a position of appointment by the Executive Committee. Vest was serving as President of Lee College when he was elected to the Committee.

T.L Lowery had been a noted tent evangelist, drawing thousands to his crusades, before becoming Pastor of the North Cleveland Church of God in Cleveland, TN. He served as Pastor of the North Cleveland church immediately before his election to the Executive Committee. The North Cleveland Church of God is touted as the "oldest continuing congregation in the Pentecostal movement" (Conn, 1981, foreword). It is commonly referred to as the "headquarters" church. Many church officials have their membership at the North Cleveland Church. There is a general consensus that the Executive Committee strongly influences who will serve as Pastor of the North Cleveland Church of God.

Two other men during this period came to serve on the Executive Committee from the elected position of Director of Evangelism and Home Missions. Both of these men served as

State Overseer immediately prior to their election as Evangelism Director: Raymond Crowley as State Overseer of Northern Ohio and C.B. Knight as State Overseer of Indiana. Though not as large as the southern states previously mentioned, Northern Ohio and Indiana are two of the larger states.

The Executive Committee, which assumes responsibility to place executives who tenure, does participate in some appointments made on the state level. For example, though not formal policy, the Executive Committee may request a State Overseer to hold a church open for special appointments. While a particular church may not be specified, larger churches are the genre. Though Executive Committee members rarely return to pastoring, placing them (such as a State Overseership) when they tenure increases the probability that a man from the same state will receive an Executive Committee appointment. Many of those who have served as an Executive Committee appointee do return to pastoring.

In addition, there are junior executives on the state level, e.g., Youth and Christian Education Director, State Evangelism Director. Their appointment to other states is often a complicated endeavor of rotating men to accommodate the recommendations of the Executive Committee. In effect, the Executive Committee does influence appointments outside its official, authorized portfolio.

THE EXECUTIVE COMMITTEE AND TENURE

A man may hold one particular office on the Executive Committee no more than four consecutive years. Election to any other Executive Committee position (or combination) cannot consecutively total more than 8 years, i.e., one cannot remain in one position, such as Third Assistant General Overseer, for 8 years. However, one may be in a particular post for 4 years and hold one or more of the other positions on the committee for the remaining 4 years. It is possible that one man could hold 4 different positions on the committee in his 8 years (Hughes 1966-1974).

A member who completes 8 years on the Executive Committee is eligible for re-election at the next General Assembly (in 2 years) if he remains in good standing with the denomination. The filing of monthly ministerial reports and maintaining ethics of ministry are sufficient to maintain eligibility, i.e., if a member's ordination is valid, he can be elected.

By polity, the Church of God is not partisan. It publicly disclaims political infrastructures. The implication is that leadership is divinely directed: (1) through the democratic right of the General Council to nominate candidates to the larger body of the Assembly, (2) through the democratic vote of the General Assembly Business Session, (3) through the appointments of personnel by the Executive Committee, and (4) by supernatural direction of

the Holy Spirit. Whether by divine selection, democratic vote, or executive appointment, leadership in the Church of God has remained in the hands of a few men from World War I to the era of computer chips and global corporate mergers. Data support that tenuring of executives in the Church of God is consistent with centralized power to minority leadership.

Analysis of the terms of the men who have served on the Executive Committee further confirms their level of power. In looking at the number of men who have served on the Executive Committee, the number of years served, and placement after achieving tenure on the Committee, two specific areas will be addressed:

1. Once elected to the Executive Committee, is a member able to determine his future placement?
2. Do those on the Executive Committee possess the ability to create a route for others to be elected to the Executive Committee? If so, how is this done?

For purposes of analysis, this study of tenure patterns is divided into two segments: Pre-Tenure (1924-1946) and Post-Tenure (1948-1994). The rationale for this division follows.

Though the first Executive Committee was formed in the year of 1917, the 1923 impeachment of first General Overseer A.J. Tomlinson was followed by a period of reorganization beginning in 1924. Two of the initial Twelve Councillors

(as the Executive Committee was called at that time) were impeached with A. J. Tomlinson in 1923 (Conn, 1955, p. 325). They were George T. Brouayer and S. O. Gillaspie.¹³ This study of tenure begins with 1924, the year of the reorganization.

A tenure limitation, creating an 8-year maximum of uninterrupted membership on the Executive Committee, was passed in 1946. Although it was made retroactive, its effect was not felt until the 1948 General Assembly. There was no elected executive who was ineligible for re-election in 1946. As of 1948, two (Jernigan and Chessser) reached tenure limitation.

According to church historian C. W. Conn (1955, p. 263):

It is a truism that perpetuated authority often tends to become autocratic, or to draw a clique around itself. The Church of God was anxious lest it should someday face such an eventuality, so this revolutionary Assembly [1946] decreed that all general officials of the Church and the Council of Twelve should be limited to four-year tenures...The Church had become determined on the idea of limited tenures for those whose authority was administrative, or who possessed powers of appointment.

In order to understand the effect of the tenure limitation, the first division of this study ends with 1946,

¹³Some older Church of God of Prophecy members (of which A. J. Tomlinson was General Overseer until his death) still call the Church of God the "Ten Elders" Church. This name came from the fact that the elders were divided 10-2 on the impeachment of A. J. Tomlinson.

the year tenure limitation was passed. The period of 1924-1946 is called the Pre-Tenure Period.

The second division begins with 1948, the year tenure limitation first affected an incumbent, and continues through the 1994 General Assembly. Men elected in the 1994 General Assembly were elected to serve until August of 1996. This second division (1948-1994) is called the Post-Tenure Period.

The Assembly of 1946, in addition to passing the limitation on tenure, also voted that the Assembly become biennial rather than annual. Therefore, the Pre-Tenure Period (1924-1946) covers 23 General Assemblies and the Post-Tenure Period (1948-1994) covers 24 General Assemblies.

A third division will be analyzed. The 4 men who served both before 1946 and after 1948 will be considered in a separate analysis, comparing their length of service before and after the tenure limitation was established.

With the exception of the years 1926-1931, Executive Committee positions from 1924 to the present have been full-time salaried positions. From 1926 to 1931 the Council of Elders (Council of Twelve) and the General Overseer comprised the Executive Committee. Since the Council of Twelve (1926-1931) were not necessarily employed or salaried by headquarters, did not have to relocate to Cleveland, and did not have daily responsibility for the general management of the Church of God, they are excluded from this analysis.

**Tenure of the Executive Committee Members:
Pre-Tenure (1924-1946)**

CHART 25

**PRE-TENURE EXECUTIVE COMMITTEE: 1924-1946
Elections and Years Served**

Number of Elections/Name	Number of Elections/Name	Number of Elections/Name
13 EJ Boehmer	5 EC Clark	1 JD Bright
13 SW Latimer	4 EL Simmons	1 AV Beaubé
9 JH Walker, Sr.	4 JS Llewellyn	1 JB Ellis
7 RP Johnson	2 TS Payne	1 PH Walker
		1 EW Williams

Total Number of Positions: 62

Total Number of Men: 13

Number of Elections Per Man: 4.8

Number of Years Served Per Man: 4.8

(Each election = 1 year)

There were a total of 62 positions available for election during the years 1924-1946. Thirteen (13) men were elected to fill these 62 positions. Since each election was only for one year, the number of elections and the number of years are equal. Therefore, each man served an average of 4.8 elections and an average of 4.8 years.

Two men (Boehmer and Latimer) held 42% of the available positions on the Executive Committee between 1924 and 1946. Fifty-seven percent (57%) of the available positions were

held by only three men (Boehmer, Latimer and J.H. Walker, Sr.). Eighty-nine percent (89%) of the available positions were held by a little more than half (54%) of the men elected.

CHART 26

1924-1946: NUMBER OF MEN AND PERCENTAGE OF OFFICES HELD

Percentage of Offices Held:	42%	57%	80%
...../...../...../.....			
Number of Men:	2	3	7

**Tenure of the Executive Committee Members:
Post-Tenure (1948-1994)**

CHART 27

**POST-TENURE EXECUTIVE COMMITTEE: 1948-1994
Elections and Years Served**

Number of Elections/Name	Number of Elections/Name	Number of Elections/Name
*11 RH Hughes	4 HR Morehead	3 AM Phillips
8 CB Knight	4 JD Nichols	
	4 CR Spain	2 WC Byrd
7 WH Horton	4 FJ Timmerman	2 GW Lane
	4 RL Vest	2 RE Williams
6 CW Conn	4 HD Williams	2 VD Hargrave
	4 RL Carroll	2 RJ Hart
	4 JA Cross	
*5 Robert White	4 EC Thomas	1 GD Rice
	4 RE Crowley	*1 WL Atkinson
	4 JF Culpepper	*1 D McGuire
	4 TL Lowery	
	*4 RE Fisher	

Total Number of Positions: 105

Total Number of Men: 27

Number of Elections Per Man: 3.9

Number of Years Served Per Man: 7.6¹⁴

(Each election = 2 years)

*Presently Serving on the Executive Committee

¹⁴Though each election normally represents two years in the Post-Tenure Period, four of the elections represent a total of four, rather than eight, years served. R.L. Carroll and A.M. Phillips died while in office. The differential (of number of years not being twice the number of elections) is due to the elections of replacements to finish their unexpired terms.

There were a total of 105 positions available for election during the years 1948-1994. Twenty-seven (27) men were elected to fill these 105 positions. Since each election was for 2 years, the number of years served is almost twice the number of elections per man (see footnote 14 for explanation). Therefore, each man served an average of 3.9 elections and an average of 7.6 years.

A total of 25% of the 105 positions available during these years were held by only three men (Hughes, Knight and Horton). Over one-third (35%) of the available positions were held by only five men (Hughes, Knight, Horton, Conn and White.) Eighty-five percent (85%) of the positions available from 1954-1994 were held by a total of 18 men. One hundred and five men could have conceivably held these one hundred and five positions.

CHART 28

1948-1994: NUMBER OF MEN AND PERCENTAGE OF OFFICES HELD

Percentage of Offices Held:	25%	36%	85%
/...../...../.....		
Number of Men:	3	5	18

Comparison: Pre- and Post-Tenure

Members were elected to the Executive Committee an average of 4.8 times before tenure came into effect. Afterward, they were elected an average of 3.9 times. Based on the number of elections, it would seem that the limitation did influence the number of times Executive Committee members were re-elected.

However, with the advent of the biennial Assembly, elections were for 2 years. Therefore, before tenure each man served 4.8 years in office. Afterwards, each man served a total of 7.6 years in office. **Average time on the Executive Committee increased more than 58% after the statute of limitations was effected.**

**Tenure of Executive Committee Members Who
Served Both Before and After Tenure Limitation**

CHART 29

**MEN WHO SERVED BOTH PRE- AND POST-TENURE
Elections and Years Served**

Name	Pre-Tenure Elections/Years		Post-Tenure Elections/Years	
Z Tharp	7	7	4	8
EP Paulk	3	3	2	4
HL Chesser	3	3	3	6
Total	13	13	9	18
Average	4.33	4.33	3.0	6
(JC Jernigan*	3	4	1	2)

Pre-Tenure: Each election = 1 year
Post-Tenure: Each election = 2 years

*Not included in this analysis, since his service was ended by the tenure limitation being made retroactive. His tenure was up in 1948.

J. C. Jernigan served a total of 4 years during this transition period. When the limitation on tenure was passed by the Assembly in 1946, it was made retroactive. Jernigan had already served 2 one-year terms and was re-elected at the 1946 Assembly for the newly-instituted two-year term of office. He was ineligible for re-election in 1948. Since he was affected by the tenure limitation, he is not included in the analysis of Pre- and Post-Tenure Executive Committee Members.

The 3 men who were serving during the time of the introduction of the tenure limitation, and were not affected by the limitation during the Pre-Tenure Period, served longer Post-Tenure than they did Pre-Tenure. Before limitation, they served an average of 4.3 elections and 4.3 years. After tenure limitation came into being, they served an average of 3.0 elections representing 6 years, more than a 30% increase in number of years served.

General Overseer: Tenure Limitation

The one place where tenure limitation seems to have had its intended effect is in the office of the General Overseer. An analysis of the years of service in that particular office reveals a significant pattern.

Before his impeachment in 1923, first General Overseer A.J. Tomlinson served 14 years in that position. He had been elected on a yearly basis from 1909 to 1913. In 1914, he was installed as General Overseer for life.

But on June 21, 1923, Tomlinson was accused of 15 points of wrongdoing by a committee of elders. The Executive Council had called a meeting of the Elder's Council to evaluate matters of concern, whether they were worthy of consideration, and what action should be taken on them.

One of the more publicized of these fifteen points was mismanagement of funds. Tomlinson maintained that he had on occasion borrowed from funds to help pay bills for budgets in deficit, and that he had not used church money for his own purposes.

Tomlinson was impeached in 1923. According to Church of God historian C. W. Conn (1955, p. 190), Tomlinson founded another organization (now called the Church of God of Prophecy) and served as General Overseer of it for the remainder of his life.

F. J. Lee became General Overseer at the 1923 General Assembly. From that time until the passing of the tenure limitation in 1946, four General Overseers served the Church of God. Lee continued to serve until his death, and was re-elected to serve another term even while on his deathbed. His successor, S. W. Latimer, served a total of 7 years. Latimer was followed by J. H. Walker, Sr., who served a total of 9 years. J. C. Jernigan served a total of 2 years before tenure was established in 1946.

CHART 30

TENURE OF GENERAL OVERSEERS

Pre-Tenure General Overseers: 1924-1946

Years Served	Name
7	S. W. Latimer
9	J. H. Walker, Sr.
<hr/> 16	2 Overseers Average: 8 years each

Post-Tenure General Overseers: 1948-1994

Years Served	Name
6	R. H. Hughes
6	W. H. Horton
4	H. L. Chesser
4	J. A. Cross
4	C. W. Conn
4	E. C. Thomas
4	R. E. Crowley
4	R. L. Vest
2	H. R. Morehead
2	C. B. Knight
<hr/> 40	10 Overseers Average: 4 years each

Pre-Tenure Average
8 years

Post-Tenure Average
4 years

Not included in this analysis:

1. Pre-Tenure GO who was affected by tenure limitation:
J. C. Jernigan
2. Two GO's who died in office:
F. J. Lee (Pre-Tenure)
R. W. Carroll (Post-Tenure)

*Hughes has actually served over 6 years in this office because he filled a few months of an unexpired term due to the death of R. Leonard Carroll.

The 2 men who died in office while serving as General Overseer, F. J. Lee (Pre-Tenure) and R. W. Carroll (Post-Tenure), are not included in this analysis. They were elected to terms longer than they fulfilled, and it is not known how many times they would have been elected had they lived. J. C. Jernigan, who served in the Pre-Tenure time but was affected by tenure limitation because it was made retroactive, is also not included.

The 2 General Overseers included in the study who served in the Pre-Tenure period averaged 8 years of service. The 10 General Overseers who have served in the Post-Tenure period have averaged 4 years in office.

The effect of the tenure limitation upon the office of General Overseer was to reduce to one-half the length of time men served in that office. Though Hughes and Horton have each been elected 3 times (6 years each), the average for Post-Tenure General Overseers is 4 years.

Each General Overseer in the Post-Tenure period has tenured. Those who only served 2 years had already served 6 years on the Executive Committee as an assistant to the General Overseer. **In fact, every General Overseer in the Post-Tenure Period (1948-1994) has served in that position until he reached tenure.**

If the will of the Bishops' Council (General Council) was to limit to 4 years the term of General Overseer, the limitation has been effective. However, similar to the

tenure limitation of 8 consecutive years on the Executive Committee, what the tenure limitation of 4 consecutive years in the General Overseer's office seems to have done is to essentially insure that a person elected General Overseer will serve until he reaches tenure.

Summary: Analysis of 1924-1994

From 1924 to 1994 the Church of God increased membership from 23,560 to 3,646,409. During this same period only 44 men have filled all of the 194 positions on the Executive Committee. While a total of 194 men could have been elected, in actuality, 44 men have been elected an average of 4.4 times.

Though the two divisions of Pre- and Post-Tenure cover approximately the same number of General Assemblies (23 versus 24), the membership growth rates in these two periods are quite different. Membership increased over 5 times between 1924 and 1946, from 23,560 to 115,978. From 1948 to 1994 membership increased over 27 times. This is a 540% differential in rate of increase during the two time periods.

Yet, only 31 men have been elected in the Post-Tenure period, as compared to 21 in the Pre-Tenure period (numbers include the four men who served in both the Pre- and Post-Tenure Periods). This is only a 50% increase in the number

of men elected to the Executive Committee in the Post Tenure period, as compared with the Pre-Tenure period. **The 50% increase in number of men elected was during the period that membership increased 540%.**

Since tenure limitation was instituted in 1948, 60% of Executive Committee members have served the 8 consecutive years allowable. C.B. Knight has served the maximum 8 years on 2 different occasions. While membership has grown, the authority and power of the Executive Committee have continued to be vested in a few leaders.

TENURE PATTERN: ELECTION, RE-ELECTION AND CHOICE ASSIGNMENTS

One of the premises of this research is that power is vested in those who control resources. Having established that the Church of God is a social institution, there is a further assumption that executives in bureaucracy tend to maintain positions protecting vested interests.

Berger (1969) characterizes career executives as those perceived by followers to represent the cosmic boundaries of the organization. In other words, the executive becomes a representation of the meaning and goals of the organization. Support of executives is tacitly perceived as support of the organization. To oppose an executive is tantamount to opposing the organization.

Crews, (1990) in his study of the Church of God, emphasized the power of the Executive Committee. He cited evidence of officials raising their own salaries, and posturing for re-election:

"In spite of the limitation on tenure [1946], a small group of older clergymen still held the highest positions in the Church of God from the 1950's until the late 1980's. At the end of tenure in one office, they simply moved into another" (1990, p.34).

The probability of re-election is correlated with the perception of followers that the executive is serving corporate interests. The paradox is that executives are instrumental in developing the organizational ethos, and may potentially do so as a strategy for retaining power.

A Classic Example of the Pattern of Election and Re-Election

Dr. Ray H. Hughes, presently a member of the Executive Committee, claims the distinction of having served on the Executive Committee longer than any other man. He has actually served on the Executive Committee on 4 different occasions, in addition to his consecutive elections. He has reached tenure limitation on 2 different occasions, gone off the Committee, and then been re-elected. Following is Hughes' career path, beginning with his last position before receiving an appointment from the Executive Committee.

CHART 31

CAREER PATH:
FIRST ASSISTANT GENERAL OVERSEER RAY H. HUGHES
 (Beginning with last position prior to
 first appointment by the Executive Committee)

Beginning the Year:	Position	Method of Selection
1948	Pastor: N Chattanooga, TN	[SA]
1952	General Director of Youth and Christian Education	[ECA] *
1956	State Overseer: Maryland/Delaware	[ECA]
1960	President: Lee College	[ECA]
1966	EXECUTIVE COMMITTEE	ELECTED
	1966 Third Assistant General Overseer	
	1968 Second Assistant General Overseer	
	1970 First Assistant General Overseer	
	1972 General Overseer	
1974	State Overseer: Georgia	[ECA]
1976	EXECUTIVE COMMITTEE	ELECTED
	1976 First Assistant General Overseer	
	1978 General Overseer	
	1980 General Overseer	
1982	President: Lee College	[ECA]
1984	President: School of Theology	[ECA]
1986	EXECUTIVE COMMITTEE	ELECTED
	1986 First Assistant General Overseer	
	1988 First Assistant General Overseer	
1990	Independent Evangelist	
1992	EXECUTIVE COMMITTEE	ELECTED
	1992 Third Assistant General Overseer	
	1994 First Assistant General Overseer	

ECA = Executive Committee Appointment

Elected = Nominated by General Council

Elected by General Assembly

SA = State Appointment

SO = State Overseer

* Now an elected position.

Prior to Hughes' election to the Executive Committee in 1966, he served 14 years of executive appointments in 3 places, General Director of Youth and Christian Education, State Overseer of Maryland/Delaware and President of Lee College. He then served full tenure (8 years) on the Executive Committee, including the position of General Overseer for 2 years.

He moved from the position of General Overseer to State Overseer of Georgia, one of the largest states in membership. The next Assembly he was re-elected to the Executive Committee as First Assistant General Overseer. Two years later, he was re-elected General Overseer and served in that position for 4 years (the maximum allowable in one position on the Committee). After 6 years on the Committee, he was reappointed as President of Lee College. Re-election to the Committee would have necessitated being in a position subordinate to General Overseer.

Hughes served 1982-1984 at Lee College and 1984-1986 as the President of the School of Theology, making his absence from the Committee a total of 4 years. In 1986 he was again elected as First Assistant General Overseer, a position to which he was re-elected in 1988.

At the 1990 Assembly, after Lamar Vest was nominated for General Overseer, Hughes asked to make a privileged statement in which he indicated that he would seek to do evangelistic ministry. He withdrew his name from

nomination, effectively stalling efforts to elect him to one of the remaining four positions on the Committee.

However, 2 years later, he was re-elected to the Committee as Third Assistant General Overseer. In 1994 he was elected as First Assistant General Overseer. He now has 4 years (2 terms) remaining before again reaching tenure limitation.

Two of the three times he has come off the Committee, Hughes has received Executive Committee Appointments--first as State Overseer of Georgia (one of the largest states in membership at that time--now divided into two: North Georgia and South Georgia) and second as President of Lee College. On the third occasion, when he announced to the delegates his decision not to be re-nominated, he chose to become an international evangelist.¹⁵

Hughes' pattern of election and re-election is unique because of his lengthy service record. However, others share this On-Off-On pattern (see Chart 32). The pattern is repeated on a lesser scale with 4 other men who have been elected to the Executive Committee, filled other positions, and were then re-elected to it during the Post-Tenure period.

¹⁵Hughes is well-known in Pentecostal circles. He currently serves as Chairman of the Pentecostal World Conference.

Chart 32

EXECUTIVE COMMITTEE MEMBERS*
Election and Re-Election: On - Off - On

Name	Years On	Years Off/ Placement	Years On	Placement After Last Tenure
CB Knight	8	4/ President: School of Theology	8	President: School of Theology
WH Horton	6	2/ SO: South Carolina	8	Retired
CW Conn	4	6/ Editor in Chief	8	President: Lee College
R White	4	6/ President: School of Theology	6	Presently Serving on Committee

* This chart does not include Ray Hughes because his career path is indicated in Chart 31.

**Analysis of Areas of Service of Post-Tenure Men
Upon Leaving the Executive Committee**

Three men presently serving on the Committee (Fisher, McGuire and Atkinson) have not yet reached tenure on their first terms. McGuire and Atkinson have each been elected once, while Fisher has been elected four times. They may be in the process of beginning the pattern of election and re-election in their own careers. Since this is unknown, they are excluded from the following analysis.

There are 5 men who have served on the Executive Committee, exited, and then returned to the Executive Committee. Because this analysis is of placement upon leaving the Committee, these men will be counted more than once in the following analysis. In fact, they represent 21% of the 32 placements after tenure in the Post-Tenure (1948-1994) period.

CHART 33

**ANALYSIS OF PLACEMENT OF MEN UPON EXITING THE
EXECUTIVE COMMITTEE: 1948-1994
(Total of 32 Exits)**

EXECUTIVE COMMITTEE APPOINTMENTS**Overseers of Large States 41%**

VD Hargrave - South Carolina
 RJ Hart - South Carolina
 WH Horton - South Carolina
 FL Timmerman - South Carolina
 HR Morehead - Florida
 RC Crowley - Florida
 JA Cross - Florida
 RH Hughes - Georgia
 JF Culpepper - North Georgia
 HD Williams - North Carolina
 RE Williams - Tennessee
 JC Jernigan - Virginia
 RR Walker - Kentucky

Presidents of Colleges: 16%

RH Hughes - President of Lee College
 CW Conn - President of Lee College
 CB Knight - President of School of Theology
 CB Knight - " [two separate occasions]
 R White - President of School of Theology

Other Appointments 9%

RL Vest - Director of Media Ministry
 JD Nichols - Director, Department of
 Benevolence
 CW Conn - Editor-in-Chief

ELECTED BY THE GENERAL ASSEMBLY 6%

GD Rice - Assistant Director:
 World Missions
 CR Spain - Director: Evangelism
 and Home Missions

RETIRED 13%

WH Horton, EC Thomas, WC Byrd, GW Lane

DIED IN OFFICE AM Phillips, RL Carroll 6%**OTHER 9%**

TL Lowery - Pastor
 RH Hughes - International Evangelist
 HL Chesser- Elected, but ineligible to serve.

Appointment as State Overseer of a large southern state is the most frequent placement of men leaving the Executive Committee. A total of 41% have gone to Georgia, Florida, North Carolina, South Carolina, Tennessee, Virginia and Kentucky.

The next largest placement (16%) is to the presidency of Church of God colleges. Three times men have gone to be President of the School of Theology (Knight twice and White once) and twice men have gone to be President of Lee College (Hughes and Conn). Both schools are geographically located in Cleveland, Tennessee, between the church's publishing house and general headquarters.

Thirteen percent retired (Horton, Thomas, Byrd, Lane). Nine percent of the time men have left the Committee to serve in other significant appointments. Conn became Editor-in-Chief, Nichols became Director of the Department of Benevolence, and Vest became Director of Media Ministry.

Seven percent were elected by the General Assembly to other positions (Rice to Assistant Director of World Missions and Spain to Evangelism and Home Missions Director). The same percentage (7%) died while in office (Phillips, Carroll).

One man, Lowery, left the Executive Committee to begin a church. Hughes left once to become an International Evangelist. H. L. Chesser, upon learning that he was ineligible (because of tenure limitation) to serve in the

office to which he had been elected, chose to resume pastoring (personal communication, July 23, 1996). These three men represent nine percent (9%).

Summary

Executive Committee members of the Church of God have significant leverage to negotiate their own future through control of resources, control of the appointment process, and control of their itineraries and travel schedules. Having control of the General Evangelism Fund provides resources to be present at high visibility events.

High visibility is correlated to election and re-election, because men vote for those whom they know and perceive as leaders. They are familiar with certain men from their appearances as Camp Meeting and General Assembly [worship service] speakers, seminar and conference presenters, department heads, etc. These are all avenues of high visibility which are granted or confirmed by the Executive Committee.

A further consideration is that the Executive Committee appoints or affirms men to over 400 positions. Many of these appointees very likely are in attendance at the General Council sessions and constitute a significant percentage of those in attendance at business meetings.

Exposure to mass audiences and high visibility in the general church are crucial components for election. The use of status to grant exiting Executive Committee members a significant place in the leadership structure is traditionally accepted as standard procedure.

CHAPTER V

IMPLICATIONS AND CONCLUSION

IMPLICATIONS

In less than 100 years the Church of God has developed a corporate structure serving 3+ million members in 130+ countries and territories. The power to control resources of the general church has progressively been vested in executive leadership. This research supports that those providing funds, i.e., parishioners and local churches, have little or no control over management and disbursement of funds. As previously indicated, there is neither presentation nor formal discussion of general church income or expenditures during polity sessions of the General Assembly.

As membership and income to general headquarters increased, financial resources became sufficient for an international leadership structure with multi-level management. Gradually, executive decisions were made to disclose less financial information to church constituency. Abbreviated financial information in the **Minutes** was cosmetic and insufficient for meaningful interpretation. Laity and ministers in non-executive positions increasingly were distanced from knowledge of the inner-workings of the organization.

In addition to supervision of budgets, the men on the Executive Committee have direct influence and/or control over their own salaries and perks, i.e., travel itineraries and expense allotments, housing, mileage, retirement plans. Executive Committee members also receive love offerings and gifts for speaking engagements, in addition to their salary, mileage and per diem.

Berger (1967, p. 142) has observed of bureaucracies: "The marketing of any commodity, material or otherwise, to a modern mass public is an exceedingly complex and expensive operation." In most centralized organizations, risks, crises and the unpredictable encourage bureaucrats to preserve bureaucracy, even at the risk of alienating constituents who fund the organization. Executives protect vested interests while minimizing personal risks.

The Executive Committee has the power of nomination and appointment of most general church leadership positions, with minimal "checks and balances". As a rule, members of the Executive Committee have direct control over their own professional careers after they have served on the Committee.

In "Re-Inventing the Corporation" Nesbitt and Aburdene (1985, p. 252) conclude that the future belongs to those corporations willing to "end up with something like a holding company with a lot of...little subsidiaries". The Church of God has not developed a lateral model of

management. Appointment and delegation are never far from the power of the Executive Committee. The increase of power of the Executive Committee has correlated with bureaucratic expansion. Resources are dominantly controlled from the Executive Committee. It is an oligarchical hierarchy with a few ruling the many.

CHART 34

**RELATIVE SIZES OF BODIES
1992 Statistics**

	SIZE OF BODY	PERCENTAGE OF ORDAINED MINISTERS (6,981)	PERCENTAGE OF TOTAL CHURCH MEMBERSHIP (2,719,780)
General Assembly	2,740	*	0.10%
General Council	1676- 2454	24%- 35%	0.06%- 0.09%
Executive Council	24	0.34%	0.00088%
Executive Committee	5	0.07%	0.00018%

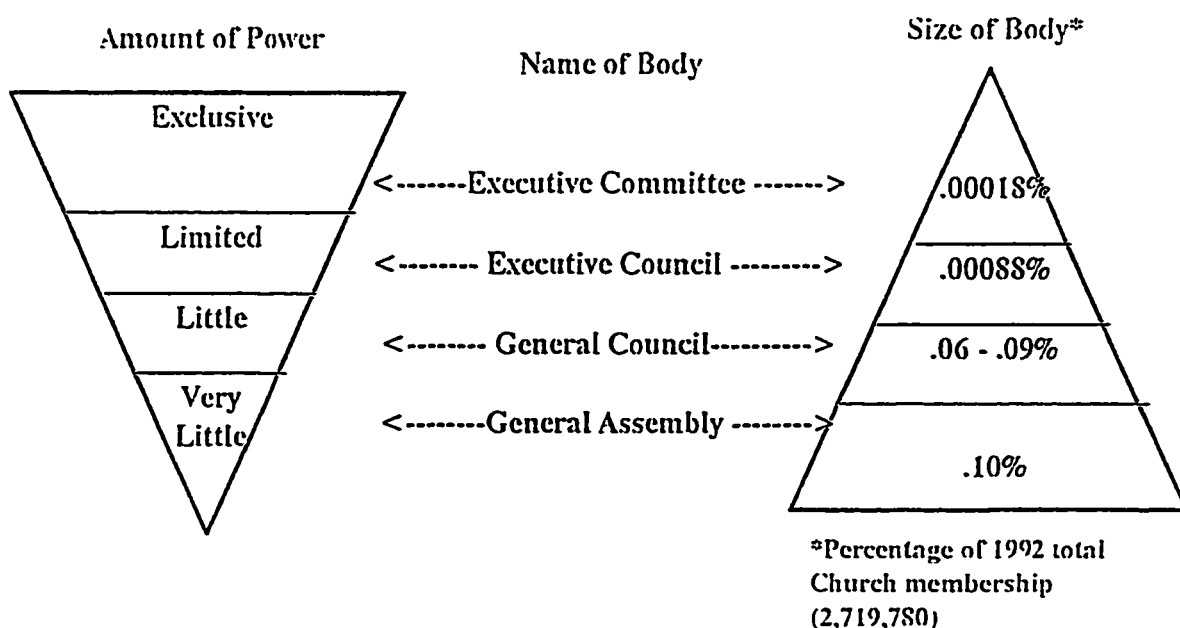
*Not able to determine this number, because the floor count did not distinguish between ministers and laity.

Chart 34 underscores the non-existence of popular democracy in the Church of God. The largest polity body

represents only 1/10th of 1% of church membership. The Executive Committee, which dominantly controls the resources of the Church of God, represents only 18/100,000th of 1% of the Church of God.

This study has refuted the premise represented in Church of God **Minutes** that the biennial international General Assembly holds the power and authority to govern the church. Adaptation of Harrison's model for studying authority and power in the American Baptist Convention to analyze Church of God data demonstrated that five elected executives possess the power through control of resources.

The Four Polity Bodies of the Church of God



General Assembly **Minutes** (1994, p. 139) define the General Assembly, the biennial meeting of registered lay members and ministers, as "having full power and authority to designate the teaching, government, principles and practices" for all local churches composing said Assembly. Numerous publications and historical works by Church of God authors fail to corroborate the democracy theme of the **Minutes**.

Church of God Polity, by R. H. Gause (1973, p. 89), acknowledges that the General Assembly is the "highest court of authority in decisions pertaining to doctrine, practice and polity". After stating that ministry and laity in the General Assembly compose the highest court, Gause then proceeds to emphasize that the Assembly is non-judicial. He restates (1973, p. 92) from the **Minutes** that the Assembly is intended for the primary purpose to "search the Scriptures, and to expound principles of life, faith, and church government." Gause is not at variance with the **Minutes**. His purpose in writing is to define a process rather than to analyze power and authority. His efforts are directed to codifying Church of God polity as stated in the **Minutes** and ostensibly practiced in accordance with the **Minutes**.

Two former General Overseers of the Church of God who have authored works about the church, Ray H. Hughes and Charles W. Conn, are among those who have proffered that democracy characterizes the organization. Hughes, in **Church**

of God Distinctives (1983, p. 100), asserts: "The control of the Church of God rests with the ministry and the laity, which form a governing body called the General Assembly of the Church of God with the Bible as its final authority."

In further explanation, Hughes positions that the Church of God is neither autocratic, oligarchical, nor democratic, though this is in contradiction to his statement indicating a General Assembly with decisions democratically made by ministers and laity. He did acknowledge centralization, thus conceding concentration of power, and rationalized that such concentration contributes to a healthy structure. Hughes (1968, p. 102) declares that "centralized government is not dictatorial, as the uninformed would assume; but leaders elected by the whole church govern by the consent of the governed." He does not offer evidence of accusations of dictatorial powers. Neither does he attempt to define resources or designate offices and persons who control organizational resources.

Official church historian Conn (1955, p. 69) offers: "With this centralization of government and democratic policy would come concentration of strength, energy, and magnetism. It was felt that the Divine order had been found." His primary focus is a definitive history of the Church of God. References to properties, monies, and numbers of personnel are historical notes with a secondary function of indicating respectable growth of the

denomination. Conn does not have the purpose of sociologically differentiating between authority and power in his history of the Church of God.

Added to the Church (1987) is an official membership manual for use by local churches and published by Pathway Press. The purpose of the manual is to familiarize membership candidates with the history and doctrine of the Church of God. Author Bill George explains Church of God government as being a healthy combination of episcopal (officials rule) and congregational (the people make all the decisions in a democratic manner).

Discussion of authority and power is absent from each of the above efforts to describe Church of God government and polity. Such was not the purpose the authors had in writing. All seem to accept, or at least do not openly question, that the General Assembly in validating polity has the power.

The path of this study has led to the conclusion that the General Assembly does not have full power and authority. The assumption that the General Assembly is the power force within the Church of God lacks evidence for support. The difference is between the formal printed polity and actual operation. Function indicates that those who hold the power are the Executive Committee members. The General Assembly session open to all delegates has minimal to negligible

power over the operations of the Church of God, when compared to the General Executive Committee.

In essence, Church of God works cited above define the Assembly by publicly stated polity. None of these works analyze stated polity in comparison with operation. This study of power and authority in the Church of God empirically validates that the centralization of power is significant to minimize, circumvent, or abort secondary attempts to control resources.

The findings of this study are in keeping with the observations of Poloma (1990, p. 118) and Crews (1990, p. 19). Both Poloma and Crews observed that the Church of God is strongly centralized, with power primarily held by a few.

This data analysis of Church of God official historical documents substantiates that power is indeed centralized to a few persons. Following are several implications regarding the findings that finances, property, and personnel essentially continue to be controlled by the highest five elected leaders.

Non-ordained Ministers and Laity Are Disenfranchised

From a corporate perspective this research indicates that the Church of God is not empowering members. Decentralization is not in process. Ownership and democracy by parishioners are in retreat. Pastors and local churches,

while being the primary funding source, are disenfranchised from the process of developing polity, having knowledge of executive procedures, or having access to records and information.

The Path to the Top is Socially Explainable

Church of God documents and supporting materials have been analyzed to reveal that there is a predictable path to the Executive Committee. This path requires favor with the incumbent Executive Committee. Ecclesiastical explanations typically made during Commissioning Services, i.e., "We believe the will of the Lord has been done in these appointments and elections" are not consistent with empirical analysis indication that the organization is driven by normal bureaucratic processes. This conclusion may encourage the Church of God to develop a more equitable structure for selecting leaders.

There Will Be Calls to Lateralize Leadership

While the Church of God has experienced growth in membership, it may be that it has maximized the utility of the hierarchical authoritarian structure. The counter move would be to lateralize management, empower the local church and laity, develop a more equitable system for executive

appointments, and increase accountability of elected executives. Failure to lateralize may become an inhibitor to growth.

There Will Be Calls for More Accountability of Leaders

Prior to 1996, the only publicized impeachment of an executive was in 1923. However, this research substantiates that the Executive Committee controls dissemination of knowledge. Questions about sudden changes on the executive level, or surprise moves in administrative structure, are often left to subjective speculations. **Minutes** of executive meetings are classified, available only via permission of the Executive Committee. It is difficult for followers to trust a closed system, especially in an era when disclosure and openness are espoused by secular bureaucracies.

There will likely be increased efforts by members and ministers to achieve greater control of the decision-making process. Those who develop the agenda and control the meetings have privileged position to define the character of the organization. Calls for accountability of executives to followers will increase.

Executives Will Face Greater Accountability with Their Peers

Research data from the *Minutes*, the church's official polity, cannot be academically rejected without contradictory academic substance. Answers and explanations will be expected by peers within and without the Church of God. Proffers of the democracy of the General Assembly and empowerment of laity will not be accepted *carte blanche*.

Accountability Calls for Further Research

Substantiation that the Church of God is structured and operates consistent with secular bureaucracies raises accountability issues. While the church is religious in intent, its social structure is classical in that those who control resources have the power.

Poloma (1990, p. 118) posits: "The Church of God may now be at the point of risking alienation of some ministers and congregations in order to further consolidate its power." If Poloma is correct, it seems reasonable to expect that this research will encourage efforts to obtain and analyze knowledge about the inner workings of the organizational structure of the Church of God.

Executives Will Have to Respond to This Study

The alternatives available to church executives for responding to this research include: (1) ignore it; (2) validate it; (3) flaw or reject it; or (4) discredit the researcher. Ignoring this research will be difficult, since it is primarily an analysis of official information and statistics and the researcher is an insider. There may be an effort to determine who talked, assisted or shared information or insights with the researcher. However, verbal input was minimal when compared with the printed matter studied, and questioning sources does not negate the findings of this research regarding power and authority.

Mainstream in the Religious Community Calls for Openness

The Church of God emerged from the relative isolation of its early history to participate in discussions leading to the founding of the National Association of Evangelicals in 1942 (Conn, 1955, p. 258). From that time to the present the Church of God has joined a number of national and international associations, e.g., Pentecostal Fellowship of North America, World Pentecostal Fellowship, editors' and publishers' associations, etc.

Ambitions to be among mainstream denominations with public recognition and favor have the price of greater scrutiny. Research of mainstream churches is the norm, not

the exception, and the results of such recognition often have bittersweet consequences. Public recognition and acceptance among peers has the price of consistency and accountability.

CONCLUSION

This study began with a noble title: "Side-Steps to the Democratization of A Sect: A Case Study of the Church of God". Months of research and writing led to the conclusion that democracy is not advancing but retreating.

A former General Overseer has indicated his own concerns for needed change: "The General Overseer can by fiat prevent the will of the people...tantamount to power never intended by the General Assembly." In comments regarding how officials are elected by the General Assembly he further stated: "Unanimous and non-debatable selection of leaders produces mediocrity" (personal communication, March 29, 1996).

In any organization change is inevitable. The rapid expansion of the Church of God in an international market demands change. Marketing religion to different cultures and ethnic groups calls for diverse approaches and evolving techniques. Accountability of leaders and lateralization of power are necessary to operate with maximum efficiency and productivity in modern society.

In his summation of the American Baptist Convention, Harrison (1959, p. 216) comments:

Therefore it is of critical importance to recognize that the presence of power is not eliminated by noble purpose.

Power in a social system is shared by those who are able and willing to mobilize the political, economic, psychological, and ideological resources of the community.

In modern society this has been accomplished most effectively by the central administration leaders. But over-centralization can become dysfunctional.

Decentralization of the Church of God would be difficult for many reasons, but perhaps none are as significant as resources. Those who control resources would have to consent to a redistribution of resources to fund decentralization. Re-distribution of finances would affect the power of incumbents who manage resources.

Berger (1969, p. 39) posits plausibility as being essential for survival of religion. Plausibility is dependent upon order, and order is critical to system. Bureaucracy rationally facilitates system, thus legitimating centralization of power. Individuals or groups who challenge the system "...risk plunging into anomy. To go against the order of society as religiously legitimated, however, is to make a compact with the primeval forces of darkness."

Any presumption of speaking against the leaders of a religious organization may be accompanied with the risk of opposing the Lord's anointed. The paradox is that the leaders of a bureaucracy ostracize protagonists, yet ostracism includes loss of meaningful interaction in the cosmic boundaries of the institution.

This researcher searches to know his conscience. Faith is not tested. Social processes are being analyzed. Man is not the litmus test proving deity. Faith holds, even while the academic struggle continues to understand man's compelling interest to build and control organizations.

The primary interest of this research has been data-based research to analyze power within the context of control of resources. Implications have been made. Corporate re-structuring necessary to mitigate power struggles will require significant change. Polity and corporate changes necessary to lateralize power will need to be the focus of further study, if lateral management style is preferred to the existing pyramid management style.

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APPENDIX A
CHURCH OF GOD BELIEFS

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DECLARATION OF FAITH
(Minutes, 1994, pp. 109,110)

We believe

1. In the verbal inspiration of the Bible.
2. In one God eternally existing in three persons; namely, the Father, Son, and Holy Ghost.
3. That Jesus Christ is the only begotten Son of the Father, conceived of the Holy Ghost, and born of the Virgin Mary. That Jesus was crucified, buried, and raised from the dead. That He ascended to heaven and is today at the right hand of the Father as the Intercessor.
4. That all have sinned and come short of the glory of God and that repentance is commanded of God for all and necessary for forgiveness of sins.
5. That justification, regeneration, and the new birth are wrought by faith in the blood of Jesus Christ.
6. In sanctification subsequent to the new birth, through faith in the blood of Christ; through the Word, and by the Holy Ghost.
7. Holiness to be God's standard of living for His people.
8. In the baptism with the Holy Ghost subsequent to a clean heart.
9. In speaking with other tongues as the Spirit gives utterance and that it is the initial evidence of the baptism in the Holy Ghost.
10. In water baptism by immersion, and all who repent should be baptized in the name of the Father, and of the Son, and of the Holy Ghost.
11. Divine healing is provided for all in the Atonement.
12. In the Lord's Supper and washing of the saints' feet.
13. In the premillennial second coming of Jesus. First, to resurrect the righteous dead and to catch away the living saints to Him in the air. Second, to reign on the earth a thousand years.
14. In the bodily resurrection; eternal life for the righteous, and eternal punishment for the wicked.

CHURCH OF GOD TEACHINGS
(Minutes, 1994, p.110)

The Church of God stands for the whole Bible rightly divided. The New Testament is the only rule for government and discipline.

1. The Church of God stands now, as it has always stood, for the whole Bible rightly divided, and for the New Testament as the only rule for government and discipline. It has been necessary at times for the General Assembly of the church to search the Scriptures and interpret the meaning of the Bible to arrive at what is the true and proper teaching of the church on various subjects, but always with the purpose and intention to base our teachings strictly upon the Bible.
2. For this purpose, a committee was appointed to report at the 1910 Assembly giving a collection of some of the teachings made prominent by the church, together with Scriptures upon which these teachings were based, and that committee did report, and the matter contained in the report is set forth on page 47 of the printed **Minutes** of that Assembly.
3. However, the **Minutes** do not show that the report was officially adopted by the Assembly. The matters set forth in that report are simply a collection of some of the more important things that we have always believed, practiced, and taught, and is the law as set forth in the Holy Bible. We do not now attempt, and never have attempted, to make a law, but we have merely interpreted the Scriptures, and we have here set forth the laws that we have found there.
4. In order that there may be a record of the divine law, as set forth in the Scriptures, and as found and interpreted by the Assembly, it is now declared and reaffirmed that we accept and stand for the whole Bible rightly divided, and for the New Testament as our rule of faith and practice, and we do now declare the laws and teachings of the Bible, as set forth in the report of said committee on page 47 of the 1910 **Minutes of the General Assembly** under the heading "Church of God Teachings" to be the official findings and interpretations of the 1930 Assembly of the Church of God upon the teachings and subjects thereon dealt with.

5. The **Supplement of the Church of God Assembly Minutes** shall be taught in all Church of God Bible schools and colleges, and ministerial students shall be required to take an examination equal to the questionnaire used in examining applicants for the ministry.

DOCTRINAL COMMITMENTS
(Minutes 1994, p.111)

1. Repentance. Mark 1:15; Luke 13:3; Acts 3:19 (DF 4).
2. Justification. Romans 5:1; Titus 3:7 (DF 5).
3. Regeneration. Titus 3:5 (DF 5).
4. New birth. John 3:3; I Peter 1:23; I John 3:9 (DF 5).
5. Sanctification subsequent to Justification. Romans 5:2; I Corinthians 1:30; I Thessalonians 4:3; Hebrews 13:12 (DF 6).
6. Holiness. Luke 1:75; I Thessalonians 4:7; Hebrews 12:13 (DF 7).
7. Water baptism. Matthew 28:19; Mark 1:9,10; John 3:22,23; Acts 8:36,38 (DF 10).
8. Baptism with the Holy Ghost subsequent to cleansing; the enduement of power for service. Matthew 3:11; Luke 24:49, 53; Acts 1:4-8 (DF 8).
9. The speaking in tongues as the Spirit gives utterances as the initial evidence of the baptism in the Holy Ghost. John 15:26; Acts 2:4; 10:44-46; 19:1-7 (DF 9).
10. Spiritual gifts. I Corinthians 12:1, 7, 10, 28, 31; 14:1.
11. Signs following believers. Mark 16:17-20; Romans 15:18,19; Hebrews 2:4.
12. Fruit of the Spirit. Romans 6:22; Galatians 5:22, 23; Ephesians 5:9; Philippians 1:11.
13. Divine healing provided for all in the Atonement. Psalm 103:3; Isaiah 54:4,5; Matthew 8:17; James 5:14-16; I Peter 2:24 (DF 11).
14. The Lord's Supper. Luke 22:17-20; I Corinthians 11:23-26 (DF 12).
15. Washing the saints' feet. John 13:4-17; I Timothy 5:9, 10 (DF 12).
16. Tithing and giving. Genesis 14:18-20; 28:20-22; Malachi 3:10; Luke 11:42; I Corinthians 9:6-9; 16:2; Hebrews 7:1-21.

17. Restitution where possible. Matthew 3:8; Luke 19:8,9.
18. Premillennial second coming of Jesus.
First, to resurrect the dead saints and to catch away the living saints to Him in the air. I Corinthians 15:52; I Thessalonians 4:15-17; II Thessalonians 2:1.
Second, To reign on the earth a thousand years.
Zechariah 14:4; I Thessalonians 4:14; II Thessalonians 1:7-10; Jude 14, 15; Revelation 5:10; 19:11-21; 20:4-6 (DF 13, 14).
19. Resurrection. John 5:28, 29; Acts 24:15; Revelation 20:5,6 (DF 3, 13, 14).
20. Eternal life for the righteous. Matthew 25:46; Luke 18:30; John 10:28; Romans 6:22; I John 5:11-13 (DF 14).
21. Eternal punishment for the wicked. No liberation nor annihilation. Matthew 25:41-46; Mark 3:29; II Thessalonians 1:8,9; Revelation 20:10-15; 21:8 (D14).

APPENDIX B
DEFINITIONS OF TERMS

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DEFINITION OF TERMS

General Assembly (Common usage of the term) - a biennial meeting of delegates of the Church of God.

Held: In various major cities in the continental USA.

Date: August

Activities: General Council meetings, General Assembly Business Session, worship services, banquets, international Teen Talent competition, ladies' meetings, alumni reunions, laity banquet, seminars, sales and promotions.

Registration: Required for certain selected activities.

General Assembly Business Session: Only registered members of the Church of God (over age 16) are allowed to attend and vote in this session.

Delegates: Attendance at most activities is open to both members and non-members of the Church of God.

General Assembly Business Session (Business usage of the term) - Composed of registered members, ministers and laity, who choose to attend the meeting. Women were granted the right to vote in 1992, and a minimum age of 16 for delegates was established in 1994.

The format consists of members ratifying the General Council's nominations for leadership and ratifying or rejecting the decisions made by the General Council.

General Council - Composed of registered ordained ministers (all male) who attend the Ordained Council business meetings at the biennial General Assembly. Credentials must be shown for admittance to the voting floor.

Executive Council - A total of 24 men. Composed of:
 The Executive Committee [5]
 The Council of Eighteen [18]
 The Moderator of the Church of God in South Africa
 [a non-voting member]

Council of Eighteen - Eighteen ordained ministers elected by the General Council to serve as an advisory council. Number must include 9 pastors and 2 persons residing outside the United States.

These men continue to serve in their present capacities, but meet normally one week each quarter--usually at headquarters. They can meet independently of the Executive Committee only on "matters which concern difficulties or measures relating to one or more of the general officials" (Minutes, 1994, p. 146).

Executive Committee - Five men nominated by the General Council and elected by the General Assembly to the principal positions of leadership. Position names [ranked hierarchically] are: General Overseer, First Assistant General Overseer, Second Assistant General Overseer, Third Assistant General Overseer, General Secretary-Treasurer.

These men must leave their former positions and reside in Cleveland, Tennessee, to serve full-time for a minimum of 2 years. One may serve a total of 8 consecutive years on this committee, with no more than 4 consecutive years in any one position. Re-election to the committee after 8 consecutive years is possible after a 2-year interim.

GENERAL ASSEMBLY
(Minutes, 1994, pp.139-142)

I. Definition

1. That the General Assembly of the Church of God (Cleveland, Tennessee) is that organized body with full power and authority to designate the teaching, government, principles, and practices of all the local churches composing said Assembly (1994).

2. That one of the first principles accepted in the earliest history of its organization was that we accept the whole Bible rightly divided, which is today one of the most sacred principles; therefore, we meet in Biennial Conference with all ministers and laymen who wish to attend to search the Scriptures and put them into practice. Our teachings and faith are the same as originally accepted in its original organization, and all the changes in government and management have been duly authorized by the General Assembly in its various sessions which adopts measures by a majority vote of all Church of God members present and registered at the General Assembly, being their privilege to vote on any and all propositions presented. Nominees by the General Council are declared elected to office on a majority vote of the General Assembly.

II. Procedures

1. The question as to whether records should be kept of this and other Assemblies like this was discussed, passed, and recommended as scriptural.

2. That the arrangements for the time and place of the General Assembly be left to the Executive Council.

3. That the general overseer be authorized to call a General Assembly of ministers provided that travel and other conditions become such that the Executive Committee and the Council of Eighteen deem it wise to do so.

4. Following our custom that has always governed our General Assembly in the past, we recommend that no books be sold on the grounds except through the bookstand [the official exhibit area].

III. Bylaws

A. Article I

Members

The General Assembly is composed of all members and ministers of the Church of God 16 years of age and above. Members and ministers of the Church of God present and registered at the General Assembly shall comprise its voting constituency.

Meeting

The General Assembly shall meet biennially to consider all recommendations from the General Council.

Parliamentary Authority

Robert's Rules of Order Newly Revised shall serve as the official guide for the business of the General Assembly in all matters to which they are applicable and in which they are not inconsistent with the bylaws of the General Assembly.

Elections

The General Assembly shall elect the general overseer, the assistant general overseers, the general secretary-treasurer, the general Youth and Christian Education director, the assistant general Youth and Christian Education director, the Evangelism and Home Missions director, the assistant Evangelism and Home Missions director, the director of World Missions, and the assistant director of World Missions.

B. Article II

Officers, Committees

The officers of the General Assembly shall consist of the moderator and a secretary. The general overseer shall preside as moderator. He shall also appoint parliamentarians to serve during the General Assembly meetings. He shall also appoint members of committees called for by the General Assembly.

The general secretary-treasurer shall serve the Assembly as secretary. He shall be responsible for recording actions by the Assembly and shall be the custodian of the records of the Assembly.

C. Article III

Parliamentary Procedure

Debate on all motions shall be governed by **Robert's Rules of Order Newly Revised**. Each member has the right to speak on every question. However, he cannot make a second speech on the same question as long as any member who has not spoken on the question desires the floor. It is the prerogative of the moderator to recognize each speaker and to determine a balance of negative and affirmative speeches.

Debate may be limited by a proper motion.

D. Article IV

Amendment

The power to alter, amend, or repeal these bylaws shall be vested in the General Assembly and exercised only by a two-thirds vote of the General Assembly.

GENERAL COUNCIL

(Minutes, 1954, p. 33; 1994, pp. 143-145)

I. Selection

The General Council is composed of all ordained ministers and shall comprise its voting ranks. Licensed ministers, exhorters, and laity shall be privileged to sit in the General Council, without voting privileges.

II. Duties

The General Council shall

1. Meet biennially to consider and prepare such recommendations as are scriptural and proper in all matters pertaining to the welfare of the church. Such recommendations are to be presented to the General Assembly for final disposition.

2. Nominate to the General Assembly the general overseer, his assistants, the general secretary-treasurer, the general Youth and Christian Education director, the assistant general Youth and Christian Education director, the Evangelism and Home Missions director, the assistant Evangelism and Home Missions director, the director of World Missions, and the assistant director of World Missions.

3. Elect the members of the Council of Eighteen.

III. General Council Agenda

Inasmuch as the official agenda, which is to claim the attention of the General Council, is mailed to the ordained ministers at least thirty (30) days prior to the opening of the General Council, all recommendations must be received by the Executive Council in time for consideration at its May session in order to appear on the Assembly agenda.

IV. General Council Motions Committee

All new motions and resolutions that are to claim the attention of the General Council shall be written and given a place on the agenda, and to serve this purpose we recommend the appointment, by the chair, of a motions committee of five, who shall receive, classify, and place on the agenda such motions and resolutions. (This committee is to function during the time that the General Council is in session.)

V. Bylaws**A. Article I****Members**

The General Council is composed of all ordained ministers of the Church of God, who shall comprise its voting constituency.

Agenda

1. The General Council shall meet biennially to consider all recommendations from the Executive Council. The General Council agenda shall be mailed to the ordained ministers at least thirty (30) days prior to the General Council.

2. The General Council shall consider and prepare such recommendations as are scriptural and proper in matters pertaining to the welfare of the church. Such recommendations are to be presented to the General Assembly for final disposition.

3. **Robert's Rules of Order Newly Revised** shall serve as the official guide for the business of the General Council in all matters to which they are applicable and in which they are not inconsistent with the bylaws of the General Council. As a guide for the order of business, the agenda presented by the Executive Council shall claim the attention of the Council first.

4. Any new business shall be presented to the chairman of the motions committee, which committee shall receive, classify, clarify, eliminate duplication, and dispatch for placement on the agenda following the completion of the printed agenda. Any new business presented to the motions committee shall be presented in typewritten form not later than 2 p.m. of the third day of the General Council.

5. The General Council shall nominate to the General Assembly the general overseer, the assistant general overseers, the general secretary-treasurer, the general Youth and Christian Education director, the assistant general Youth and Christian Education director, the Evangelism and Home Missions director, the assistant Evangelism and Home Missions director, the director of World Missions, and the assistant director of World Missions.

6. The General Council shall elect the Council of Eighteen.

B. Article II**Officers and Committees**

1. The officers of the General Council shall consist of the moderator and a secretary. The general overseer shall preside as moderator. He shall also appoint parliamentarians to serve during the General Council meetings. He shall also appoint members of committees called for by the General Council.

2. The general secretary-treasurer shall serve the Council as secretary. He shall be responsible for recording actions by the Council and shall be the custodian of the records of the Council.

C. Article III

Parliamentary Authority

1. The names of all persons on the nomination ballots receiving twenty-five (25) or less votes for an elected office shall be posted at the tellers' booth in lieu of reading those names to the General Council.

2. Debate on all motions shall be governed by **Robert's Rules of Order Newly Revised**. Each member has the right to speak on every question. However, he cannot make a second speech on the same question as long as any member who has not spoken on the question desires the floor.

It is the prerogative of the moderator to recognize each speaker and to determine a balance of negative and affirmative speeches.

3. Debate may be limited by a proper motion.

D. Article IV

Amendment

The power to alter, amend, or repeal these bylaws shall be vested in the General Council and exercised only by a two-thirds vote of the General Council.

EXECUTIVE COUNCIL

(Minutes, 1930, p. 23; 1994, pp. 145-147)

I. Selection

1. The general overseer, his assistants, the general secretary-treasurer, and eighteen councilors constitute the Executive Council of the church.

2. The Executive Council is comprised of the Executive Committee and eighteen (18) elected members. Not less than nine (9) members shall be pastors at the time of their election. Further, two (2) members of the Council shall be from outside the U.S.A. No member of the Executive Committee who has just completed his tenure of office shall be eligible to serve on the Executive Council for the ensuing General Assembly term.

3. In accordance with the memorandum of agreement, the general overseer of the United Assemblies--Full Gospel Church of God in South Africa, shall be a member of the Executive Council of the Church of God in America, and the general overseer of the Church of God shall be a member of the Executive Council of the United Assemblies--Full Gospel Church of God in South Africa.

4. The eighteen (18) members shall be elected by the General Council biennially, with a member being eligible to succeed himself for one term.

5. The eighteen (18) members shall be elected from the ordained ministers and no chief executive officer, or his assistant, of any church agency who presents a budget to the Executive Council shall be eligible to serve on the Executive Council.

II. Duties and Authorities

1. This council shall consider and act upon any and all matters pertaining to the general interest and welfare of the Church of God. At a time set by the general overseer, the said Council shall meet and adopt recommendations to be brought before the General Council.

2. All measures designed to change or alter any teaching of the Church of God, before being presented to the General Council, shall first be submitted to the Executive Council in writing prior to the meeting of the General Council.

3. All measures designed to change, alter, or delete any doctrine of the Church of God as prescribed in the Declaration of Faith, before being presented to the General

Assembly, shall be first submitted to the Executive Council in writing twelve (12) months prior to the regular session of the General Council, and must have a three-fourths majority vote to carry. The measure shall then be submitted to the General Council for consideration and if the General Council approves the measure by a three-fourths vote, the Executive Committee shall place the said measure in the church of God **Evangel** quarterly for a study until the next regular session of the General Assembly, thus giving the membership an opportunity to consider and vote upon the said measure in the General Assembly before it becomes a ruling.

4. The distribution of tithes sent to the international offices of the church shall be in the hands of the general overseer and the Executive Council.

5. Matters which concern difficulties or measures relating to one or more of the general officials shall be referred to the Council of Eighteen for decision.

6. Should the office of an assistant general overseer be vacated because of advancement, death, disability, or the incumbent in anywise being disqualified, the general overseer shall convene the Executive Council within thirty (30) days. This vacancy shall be filled by the Executive Council appointing one of the other remaining assistants to fill the vacancy (by advancement in the order of their election by the General Assembly).

7. In the event the office of the last elected assistant general overseer be vacated because of advancement, death, disability, or the incumbent in anywise being disqualified, the vacancy shall be filled within thirty (30) days by the Executive Council appointing the general secretary-treasurer to fill the vacancy.

8. Its duty shall be to counsel with the general overseer in all matters pertaining to the general interest of the church. This body of men, or a majority of the same, shall have power to estop any general official of the Church of God for any misconduct, until proper procedures have been followed.

9. The general overseer, with the Executive Council, shall give one of his assistants the World Missions portfolio and assign his duties and authorities.

10. The Executive Council shall meet every two years with the international Advisory Council to discuss and project international ministries--Proverbs 11:14.

11. Allotments for aged and disabled ministers shall be determined by the Executive Council.

12. Ministers' licenses having been revoked for the cause of improper conduct with the opposite sex, shall not be restored to them until approved by a three-fourths majority vote of the Executive Council.

13. Permission to establish an institution of higher education, that is, a Bible college or a liberal arts college, shall be granted by the Executive Council.

14. The Executive Council shall be authorized to establish a loan fund to provide interim financing for churches in new fields.

15. The Executive Council is authorized to initiate a radio and television program in the interest of the Church of God.

16. That the Executive Council be authorized to reorganize, amplify, and clarify as necessary all information in the **General Assembly Minutes** pertaining to property ownership and the various boards of trustees. It is understood that no changes will be made in the intent of the measures, only rearrangement and updating. Further, the Executive Council shall make this material in its reorganized form available to every pastor and ordained minister as soon as possible following the General Assembly.

III. Office of Ministerial Care

An Office of Ministerial Care shall be established by the Executive Council, with accessibility at both state and general levels, including a toll-free telephone number.

The purpose of this office, staffed by experienced and qualified personnel, shall be to provide nurture and care for ministers and family members on a confidential basis and to restore troubled or erring ministers to emotional and spiritual health (Galatians 6:1,2).

GENERAL EXECUTIVE COMMITTEE

(Minutes, 1944, p. 30; 1994, pp. 148-151)

I. Offices-Portfolios-Organization

1. The following offices shall constitute the Executive Committee: general overseer, first assistant general overseer, second assistant general overseer, third assistant general overseer, general secretary-treasurer.

2. The general overseer, the three assistants, and the general secretary-treasurer shall compose the General Executive Committee. We further recommend that the general overseer, with the Executive Council, designate the fields of their activities.

3. That executive portfolios are to be assigned at the first business session following the election of the officers and are subject to periodic review by the Executive Council.

4. Further, that the organizational chart (page 136) be adopted as the working instrument for the assignment of executive portfolios by the general overseer and the Executive Council.

II. Filling Vacated Offices

Should the offices of any two or more members of the Executive Committee be vacated simultaneously through death, accident, national disaster, war, national epidemic, or otherwise, a call shall be issued within thirty (30) days by the remaining members of the Executive Committee for an emergency meeting of the ministers of the Church of God. Three members of the Executive Council may, by petition, call an emergency meeting of the ministers. The ordained ministers shall nominate to this special session of the ministers names to fill the offices thus vacated. In this special session the ministers shall elect the members to fill the unexpired terms of office.

III. Duties and Authorities

The General Executive Committee shall

1. Appoint all state and provincial overseers.

2. Be authorized to permit state overseers in mission states to continue their work, when necessary, beyond the usual tenure limitation. Further, that time served as a state overseer in mission territory not be counted as part of the tenure limitation on an overseer, if he is appointed to serve as state overseer of a nonmission state.

3. Appoint all general standing boards and committees.
4. Appoint the presidents of church colleges.
5. Appoint boards to hear cases of appeals of ministers.
6. Appoint the director of the Department of Benevolences.
7. Act as an emergency board.
8. In case of an emergency the General Executive Committee, with the consent of the respective department heads, shall be given authority to transfer money, temporarily, from one department to another.
9. After a member of the Executive Committee has served eight years, he shall be ineligible to serve in that capacity for a period of two years.
10. The appointments of all personnel made by all standing boards and committees and all salaries of same, shall be made subject to the approval of the General Executive Committee.
11. The Executive Committee is empowered to counsel with the ministers of any state through the offices of the state Overseer and State Council with reference to any change in the state that is deemed advisable to properly carry out an effective operational program, subject to the ratification of the ministers in the respective state.

IV. National Pastors Advisory Council

That the National Pastors Advisory Council become a standing board consisting of five members, all of whom are gifted and currently active in the pastoral ministry. Said board shall meet at least two times a year with the following portfolio:

1. The facilitation and enhancement of all phases of pastoral ministry.
2. The motivation of dialogue between pastors and general leadership.
3. The development and maintenance of a delivery system for communicating ministry concepts.

4. The procurement and presentation of resource materials for pastoral education.
5. The planning and implementation of the annual National Pastors Advisory Council meeting in conjunction with general leadership.
6. The organization and coordination of the pastors conference at the General Assembly in conjunction with the general leadership.
7. The board shall be under the oversight of the General Executive Committee.

V. Discipline

1. Procedures concerning a General Executive Committee member who has been accused of any misconduct shall become the responsibility of the Council of Eighteen, called into executive session and moderated [chaired] by the first elected member.
2. If the Council of Eighteen believes there is a reason to do so, an investigative committee shall be selected from the Council to inquire into any formal charges of misconduct.
3. The Council of Eighteen shall then consider the findings of the investigative committee.
4. Once charges have been filed, the said General Executive Committee member shall be relieved of all responsibilities but retain his salary and benefits until the matter has been resolved.
5. If the Council of Eighteen agrees that the findings of the investigative committee warrant charges being filed, a trial board shall be appointed by the Council to hear the charges.
6. Any appeal of the decision of the trial board must be presented to the chairman (the first elected member, serving as moderator) of the Council of Eighteen, in writing, within 10 days of receiving the written notification of the trial board's decision.
7. If granted by a majority vote of the Council of Eighteen, a board of appeal shall be appointed by the Council. Members of the investigative committee and trial boards shall be ineligible to serve.

8. If the appeal board sustains the guilty verdict, the member shall be removed [from office] immediately and the filling of the vacancy shall proceed as provided for in the GENERAL ASSEMBLY MINUTES.

9. If the offense warrants such action, the chairman of the Council of Eighteen shall notify the respective state overseer to sign the termination of credentials form.

GENERAL OVERSEER
(Minutes, 1994, pp. 151-152)

I. Selection

1. The general overseer shall be nominated by the General Council and elected by the General Assembly. He shall be the highest officer of the church, and it shall be his duty to have general supervision of the work in all fields.

2. He shall be elected for a two-year term, and he shall not be eligible to serve for more than four consecutive years.

II. Duties and Authorities

The general overseer shall

1. Act as chairman or moderator of the General Assembly, the General Council, and the Executive Council.

2. Issue and sign credentials to ministers.

3. Keep a record of all the ministers within the bounds of the Assembly.

4. Look after the general interest of the churches.

5. Together with the Executive Council give one of his assistants the Department of World Missions portfolio and assign his duties and authorities.

6. Together with his assistants and the general secretary-treasurer, appoint all general standing boards and committees biennially, said appointments to be made while the General Assembly is in session, except in cases of emergency.

7. Together with his assistants and the general secretary-treasurer, appoint all state and provincial overseers biennially and to have jurisdiction over them.

8. Together with the other members of the General Executive Committee, to dismiss any appointee in case of necessity.

9. In the event of any emergency which warrants doing so, call the Council of Eighteen and Associate Councilors into session for counsel.

10. Call the Executive Council or the General Council into session.

11. Appoint a committee of three to assist him in preparing a program for the Assembly.

12. When necessary for the protection of the church in general, advertise parties causing trouble in the church or churches. This shall be done by the general overseer or state overseer.

13. The ministerial authority of no person shall be finally terminated until a revocation of his ministry be approved and signed by the general overseer and the chief executive officer of the church in the state or territory in whose jurisdiction the case may be.

III. Procedure for Filling Vacancy

In case the office of the general overseer be vacated because of death, disability, or the incumbent in any wise being disqualified, the first assistant general overseer shall fill the unexpired term of the general overseer.

ASSISTANT GENERAL OVERSEERS
(Minutes, 1994, pp. 152, 153)

I. Selection

1. The General Assembly has created the offices of first, second, and third assistant general overseers. The duties of the first, second, and third assistant general overseers shall be to assist the general overseer.

2. The assistant general overseers shall be nominated by the General Council and elected biennially by the General Assembly.

3. The assistant general overseers shall be elected for a two-year term, and they shall not be eligible to serve more than four consecutive years in either of said offices, or a maximum of eight years on the Executive Committee.

II. Duties and Authorities

The assistant general overseers shall devote their entire time to the general interest of the church.

III. Procedure for Filling Vacancy

Should the office of an assistant general overseer be vacated because of advancement, death, disability, or the incumbent in any wise being disqualified, the general overseer shall convene with the Executive Council within thirty (30) days. This vacancy shall be filled by the Executive Council appointing one of the other remaining assistants to fill the vacancy (by advancement in the order of their election by the General Assembly).

GENERAL SECRETARY-TREASURER
(Minutes, 1994, pp. 153, 154)

I. Selection

1. The general secretary-treasurer shall be nominated by the General Council and elected biennially by the General Assembly.

2. The general secretary-treasurer shall be elected for a two term [sic], and he shall not be eligible to serve for more than four consecutive years.

II. Duties and Authorities

The general secretary-treasurer shall

1. Keep all records and reports of the ministers and church coming to the international offices of the church.

2. Be custodian of all general church records and legal documents.

3. Furnish such reports as the heads of departments and the Executive Council may require.

4. Have an audit of financial records and furnish the General Assembly a statement of all receipts and disbursements, assets and liabilities, such statements to be prepared by a certified public accountant annually.

5. Employ all help necessary for his office; employees' salaries to be set in conjunction with the different department heads.

III. Procedure for Filling Vacancy

In the event the office of the general secretary-treasurer be vacated because of death, disability, advancement, or the incumbent in any wise being disqualified, the general overseer shall submit by mail the names of the next two men receiving the highest vote, who were not elected to any general office, to the ordained ministers, to select the one who shall fill the vacancy in the general secretary-treasurer's office. Ballots must be returned to the general overseer within twenty (20) days to be valid votes. The one receiving the majority vote shall be declared elected to fill the unexpired term of the general secretary-treasurer.

APPENDIX C**EXECUTIVE POSITIONS: NAME CHANGES,
COMPOSITION, AND METHOD OF SELECTION**

General Overseer.	188
General Executive Committee	189
Executive Council	191
Council of Seventy.	191

GENERAL OVERSEER
(Conn, 1977, p. 403)

Names:

1909	General Moderator
1910	General Overseer

Method of Selection:

1909-1914	Elected by the General Assembly
1915-1921	There were no elections.
1922-1925	Nominated by Council of Twelve. Elected by the General Assembly. [Only one name presented to them by the Council of Twelve.]
1926	Nominated by Council of Twelve. Elected by the General Assembly, from two names presented by the Council of Twelve.
1928	"Recommended" by the Councils of Twelve and Seventy. Elected by the General Assembly.
1930-	Nominated ¹ by General Council. Elected by General Assembly.

¹"Nominated" here is tantamount to election, since it is made by majority vote, then presented without opposition to the General Assembly. The Assembly can only ratify or reject. No nomination has ever been rejected.

GENERAL EXECUTIVE COMMITTEE
(Conn, 1977, p. 406)

Names:

1922-1926	General Executive Council
1926-1952	State Overseer Appointing Board
1953-	General Executive Committee

Composition:

1922-1926 [3]	General Overseer Superintendent of Education Editor and Publisher
1926-1932 [13]	General Overseer Council of Twelve
1932-1937 [3]	General Overseer General Secretary-Treasurer Editor and Publisher
1937-1941 [5]	The same, with the addition of: Assistant General Overseer Superintendent of Education
1941-1944 [6]	The same, with the addition of: Second Assistant General Overseer
1944-1945 [7]	General Overseer Six Assistant General Overseers
1945-1952 [3]	General Overseer Assistant General Overseer General Secretary-Treasurer
1952-1956 [5]	The same, with the addition of: Another Assistant General Overseer Editor-in-Chief
1956-1964 [4]	General Overseer Two Assistant General Overseers General Secretary-Treasurer
1964-1968 [6]	General Overseer Three Assistant General Overseers General Secretary-Treasurer General Foreign Missions Director
1968- [5]	General Overseer Three Assistant General Overseers General Secretary-Treasurer

Method of Selection of Assistant General Overseers
(Conn, 1977, p. 404)

1913	Named by General Overseer. Approved by General Assembly.
1914-1928	None in existence.
1928-1929	"Recommended" by Councils of Twelve and Seventy. Elected by General Assembly.
1930	Nominated by General Council. Elected by General Assembly.

Method of Selection of General Secretary and Treasurer
(Conn, 1977, p. 405)
(Not an office of official appointment until 1924)

Names:

1924-26	General Secretary
1926-	General Secretary and Treasurer

Method of Selection:

1924-1927	Nominated by Council of Twelve. Elected by General Assembly.
1927-1929	"Recommended" by the Councils of Twelve and Seventy. Elected by General Assembly.
1930-	Nominated by General Council. Elected by General Assembly

EXECUTIVE COUNCIL
(Conn, 1977, pp. 407-409)

Names:

1917-1929	Council of Elders
1929-1964	Supreme Council
1964-	Executive Council

Method of Selection:

1917-1925	The General Overseer selected two. These three selected the remaining ten.
1926	Elected by the General Council in groups of three. Served four-year terms, expiring alternately, so that each year only three councillors needed to be selected.
1927-1928	General Overseer nominated six names. Three men were elected from the six names by the Councils of Twelve and Seventy.
1929	General Overseer selected one. General Assembly selected one. These two councillors then selected one. These three councillors then selected two. These five councillors selected two. These seven councillors selected two. These nine councillors selected three, for a total of twelve.
1930-	Elected by the General Council.

COUNCIL OF SEVENTY
(Conn, 1977, pp. 166,212)

Names:

1921-1929	Council of Seventy (popularly called "Other Seventy")
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Method of Selection:

Elected in five groups of fourteen.
Terms so arranged that only one group would expire each year.

APPENDIX D
REPRESENTATIVE FINANCIAL REPORTS
THROUGH THE YEARS

1935:	Sample of in-depth reports once given	193
1950:	Last full disclosure report	201
1952:	New abbreviated format.	214
1965:	Last report shared with the Assembly.	216
1968:	Report moved from forepart of Minutes to a "Statistical" section.	218
1978:	Report method continued, though change had been requested	221
1994:	Latest report of finances	224

1935 FINANCIAL REPORT
(Minutes, 1935, pp. 42-55)

Sample of in-depth reports once given.

CHURCH OF GOD

Cleveland, Tennessee
Balance Sheet—September 15, 1935
ASSETS

CASH BALANCES—	
Tithes	\$2,461.14
Missions	2,455.86
Aged Ministers	1,288.19
Auditorium	6,345.00
	\$12,450.19

Publishing House	1,610.42
Orphanage	216.67
Sunday School Tithes	def. 120.40
Bible Training School—Reg. def.	566.12
Bible Training School—Loan	15.00
Old Folks Home	10.00

Tenn. Music & Printing Co.	1,153.45
B.T.S. Tuition Fund	143.30
B.T.S. Building Fund	51.54
B.T.S. Dormitory Fund	114.00
B.T.S. Dormitory Fund	11.95
Petty Cash—Tithes Fund	178.21
Petty Cash—Pub. House	60.65
	\$ 14,213.32

TOTAL CASH BAL.

\$ 14,213.32

ACCOUNTS AND NOTES RECEIVABLE—

Publishing House	16,019.96
Tenn. Music & Printing Co.	2,093.83
Bible Training School	2,290.63
	20,404.47

Notes—

Tithes Fund (From	1,000.00
Pub. House (Contra)	11,800.00
Publishing House	56.00
General Incubedness	200.00
Total Accounts and Notes Receivable	13,056.00

INVENTORIES—

Publishing House—	
Paper and Printing Supplies	1,635.10
Books and other Publications	2,355.99
Tennessee Music & Printing Co.—	
Song Books	2,568.70
	6,559.79

FIXED ASSETS—

Real Estate	138,537.20
Equipment—	
Tithes Fund—Office	1,502.55
Publishing House—Office	1,072.42
Publishing House—Machinery	24,594.27
Publishing House—Truck	100.00
Orphanage—Furniture	718.55
Orphanage—Farm Equipment	118.00
Bible Training School—Office	6.50
Tenn. Music & Print. Co.—Of.	7.50
Tenn. Music & Printing Co.—	
Mats, Plates, Type, etc.	5,936.09
Total Fixed Assets	34,115.68

TOTAL ASSETS

\$226,886.66

MINUTES OF THE THIRTIETH ANNUAL ASSEMBLY

CHURCH OF GOD

Cleveland, Tennessee
Balance Sheet—September 15, 1935

LIABILITIES

ACCOUNTS PAYABLE—

Publishing House	\$ 2,116.92
Orphanage	920.62
Tenn. Music & Printing Co.	3,152.26
B. T. S.—Dormitory Fund	110.82
Total Accounts Payable	\$ 4,310.32

NOTES PAYABLE—

Publishing House—	
Merchants Bank	2,000.00
Tithes Fund (Contra)	11,500.00
B. T. S.—Dormitory Fund	400.00
	14,200.00

MORTGAGES PAYABLE—

Gen. Indbt. Fund—Auditorium	6,825.84
Total Liabilities	27,035.96

NET INVESTMENTS AND FUND BALANCES

Tithes, Missions, etc.	12,627.84
1934 Balance	14,753.11
1935 Increase	27,350.95
Publishing House, Orphanage, etc.	
1934 Balance	147,733.63
1935 Increase	15,176.25
Tennessee Music & Printing Company	162,909.94
1934 Balance	6,825.81
1935 Increase	7,602.16

Bible Training School	
Tuition—Gen. Fund & Dormitory	1,957.65
and Building Funds	199,550.70
Total Net Worth	\$220,886.68

Total Liabilities and Net Worth

Accepted.

CHURCH OF GOD

Cleveland, Tennessee
Receipts and Disbursements—Tithes Fund
September 15, 1934 to September 15, 1935

RECEIPTS—

Bal. on hand Sept. 16, 1934	\$ 9,272.43
Tithes received—White	\$ 23,835.00
Tithes received—Colored	516.50

MINUTES OF THE THIRTIETH ANNUAL ASSEMBLY

MINUTES OF THE THIRTIETH ANNUAL ASSEMBLY

Miscellaneous	11.25	
Less—returned Checks	29,863.05	
Net Receipts for the Period	46.45	29,917.00
Total Receipts		33,990.03
DISBURSEMENTS—		
General Overseer—		
Salary	\$ 1,824.00	
Traveling Expenses	697.63	
Supt. of Education	2,521.65	
Expense of Counsellors' Meet.	1,800.00	
Paid to State Overseers	606.37	
Paid to Ministers	4,284.65	
Ministers Insurance	1,824.00	
Assembly Expense—1934	5,863.87	
Assembly Expense—1935	525.00	
Colored Work	4.00	
Expense—Office of General Secretary—		
Salary—General Secretary	1,824.00	
Travel—General Secretary	6.00	
Office Salaries	799.32	
Auditing	20.00	
Building Expense	456.94	
Light, Water, Fuel	44.85	
Office Supplies	170.56	
Postage	584.06	
Printing	521.63	
Telephone and Telegraph	29.39	
Miscellaneous	207.60	4,658.35
Purchase of Office Equipment		474.05
Auditorium—		
Insurance	243.90	
Interest	628.01	871.91
Loans—		
Pub. House—Building Fund ...	11,800.00	
Paul H. Walker—		
Camp Ground in N. Dak. ...	1,000.00	12,800.00
TOTAL DISBURSEMENTS		\$35,950.63
Balance on Hand—September 15, 1935—		
Merchants Bank, Cleveland, Tenn. ...	2,461.14	
Petty Cash	178.21	2,639.35
		Accepted.

CHURCH OF GOD Cleveland, Tennessee

RECEIPTS AND DISBURSEMENTS September 16, 1934 to September 15, 1935

MISSION FUND

RECEIPTS—		
Bal. on hand Sept. 16, 1934		\$ 2,266.94
Recd. of Individuals—Churches		7,259.55
TOTAL RECEIPTS		9,526.46
DISBURSEMENTS—		
Foreign Missions—		
Bahama Islands	\$ 938.30	
Jamaica	817.70	
Central America	2,564.00	
Central America—Overseer	525.00	
Canada	180.00	
Mexico	381.49	
Mexico—Overseer	600.00	
Haiti	380.00	
India	375.00	
Evangelists to Foreign Fields	308.54	\$ 7,048.33
Expenses—		
Auditing	4.00	
Miscellaneous	18.27	22.27
TOTAL DISBURSEMENTS		7,070.60
Bal. on hand—Sept. 15, 1935—		
Merchants Bank, Cleveland, Tenn. (Exh. A)		\$ 2,455.86
EXHIBIT D—AGED MINISTERS' FUND		
RECEIPTS		\$ 3,124.89
Disbursements—		
Paid to Aged Ministers		1,896.70
Bal. on hand—Sept. 15, 1935—		
Merchants Bank, Cleveland, Tenn. (Exh. A)		\$ 1,223.19

AUDITORIUM BUILDING FUND EXHIBIT E

RECEIPTS		
Disbursements—		
Purchase of Lot (which in reality is a refund)	\$ 350.00	
Miscellaneous	0.00	350.00
Bal. on hand—Sept. 15, 1935—		
Merchants Bank, Cleveland, Tenn. (Exh. A)		\$ 6,845.00
		Accepted.

CHURCH OF GOD, Cleveland, Tenn.

RECEIPTS AND DISBURSEMENTS—PUBLISHING HOUSE, ORPHANAGE, AND OTHER FUNDS

September 16, 1934 to September 15, 1935

RECEIPTS—

	Publishing House	Orphanage	Sunday School Tithes	General Indebtedness	Bible Training Regular	School Loan	Old Folks Home	Total For Period	Grand Total
Bal. September 16, 1934	\$11,289.03	\$ 674.04	\$ 97.37	\$ 551.65	\$ 797.79	def.\$15.00	\$10.00		\$11,839.30
Cash Sales	21,232.65							\$21,232.65	
Rec'd on Account	21,544.97							21,544.97	
Evangel Subscriptions	5,172.84							5,172.84	
Rec'd on Notes Receivable	420.90							420.90	
Borrowed from Tithe fund	11,800.00							11,800.00	
Borrowed from Merch. B. Churches and Individuals	3,000.00	11,268.75						3,000.00	
Sunday Schools			1,409.52					11,268.75	
40 Cent Drive				2,759.05				1,409.52	
Sales of Bibles & Pencils				213.40				2,759.05	
Rec'd on Notes Receivable				38.00				213.40	
Miscellaneous Receipts				8 80				38.00	
Tuition (\$4,324.41)								8.80	
Less—Refunds (294.59)					4,029.82			4,029.82	
Total Receipts for Period	63,171.36	11,268.75	1,409.52	3,019.25	4,029.82				82,898.70
Total Receipts forwarded to Sheet 3	74,460.39	11,942.79	1,506.89	3,570.90	3,232.03	15.00	10.00		\$94,738.00

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CHURCH OF GOD, Cleveland, Tenn.

RECEIPTS AND DISBURSEMENTS—PUBLISHING HOUSE, ORPHANAGE, AND OTHER FUNDS

September 16, 1934 to September 15, 1935

DISBURSEMENTS—

Publishing House—

	Publishing House	Orphanage	Sunday School Tithes	General Indebtedness	Bible Training Regular	School Loan	Old Folks Home	Total For Period	Grand Total
Expense—See Exhibit G	\$37,961.56							\$37,961.56	
Cost of New Pub. House—									
Labor	\$ 6,344.35								
Bldg. Material	20,062.04								
Drayg. & Misc.	184.00	26,590.39						26,590.39	
Building Improvements	495.57							495.57	
Machinery Purchased	6,103.68							6,103.68	
Office Equip. Pur.	638.12							638.12	
Pay. on Loan Merch. B.	1,000.00							1,000.00	
Other Funds									
Auditing		\$ 5.00		\$ 10.00				15.00	
Auto Expense		642.25						642.25	
Building Repairs		249.88			\$ 119.29			369.17	
Freight and Drayage		17.58						17.58	
Insurance—Fire			227.20					227.20	
Light, Water and Fuel		532.64			328.77			861.41	
Miscellaneous		969.18			17.13			986.31	
Office Supplies					50.69			50.69	
Postage		6.27			67.80			74.07	
Telephone & Telegraph		28.85			7.25			36.10	
Refunds				47.30				47.30	
Labor		1,155.28		5.36				1,160.64	
Office Salaries		180.00			454.03			634.03	
Teachers' Salaries					2,634.69			2,634.69	
Free Literature			\$1,633.38					1,633.38	
Total Disbursements forwarded to Sheet 3	72,789.32	4,014.13	1,633.38	62.66	3,679.65				\$82,179.14

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CHURCH OF GOD, Cleveland, Tenn.
RECEIPTS AND DISBURSEMENTS—PUBLISHING HOUSE, ORPHANAGE, AND OTHER FUNDS
 September 16, 1934 to September 15, 1935

RECEIPTS—

	Publishing House	Orphanage	Sunday School	General	Bible Training School	Old Folks	Total For Period	Grand Total
Forwarded from Sheet 1	\$74,460.39	\$11,942.79	\$1,506.89	\$3,570.90	\$3,232.03	\$15.00	\$10.00	\$94,738.00
DISBURSEMENTS—								
Forwarded from Sheet 2	72,789.32	4,014.13	1,633.38	62.66	3,679.65		\$82,179.14	
Groceries		2,315.26					2,315.26	
Clothing		1,274.73					1,274.73	
Stock Feed		876.11					876.11	
School Supplies		102.97					102.97	
Live Stock		147.00					147.00	
Small Tools		3.39					3.39	
Seed and Fertilizer		329.44					329.44	
Addition to Orph. Bldg.—								
Labor	\$ 693.67							
Budg. Material	1,574.52							
Deleo System	48.00	2,316.19					2,316.19	
Furniture Purchased		229.90					229.90	
Farm Equip. Pur.		118.00					118.00	
Office Equip.—R.T.S.					6.50		6.50	
Paid on Piano					112.00		112.00	
Pay. on Auditorium Mortg.				3,508.24			3,508.24	
Total Disbursements	72,789.32	11,727.12	1,633.38	3,570.90	3,798.15			93,518.87
Bal. Sept. 15, 1935 Exh. A.	1,671.07	215.67	126.4 def.		def. 566.12	15.00	10.00	
Cash balances represented by—Cash on deposit in Merchants Bank, Cleveland, Tenn. (Exh. A.)							1,158.48	
Petty cash (Exh. A.)							60.65	\$1,219.13 Accepted.

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MINUTES OF THE THIRTIETH ANNUAL ASSEMBLY

CHURCH OF GOD
PUBLISHING HOUSE
 Cleveland, Tennessee

STATEMENT OF OPERATIONS

September 16, 1934 to September 15, 1935

SALES—	
Publishing House	\$45,203.43
Evangel Subscriptions	5,172.84
	51,381.32
Less: Cash Refunds	491.71
	\$ 50,889.61
NET SALES	
COST OF SALES—	
Opening Inventories—	
Paper and Print. Supplies	\$ 2,910.90
Books, etc.	2,199.80
	5,110.70
Purchases—	
Paper	6,703.54
Printing Supplies	1,658.24
Mats for Tenn. Music & Printing Co.	2,015.60
Books and other Publications	4,616.12
	15,003.50
Less: Inventory Sept. 15, 1935—	20,114.20
Paper & Print. Supplies	1,635.10
Books, etc.	2,855.99
	3,991.09
Labor	16,123.11
Machinery Repairs	18,632.83
	14.10
COST OF SALES	29,770.04
GROSS PROFIT—Forwarded to Sheet 2	\$21,119.57

CHURCH OF GOD
PUBLISHING HOUSE
 Cleveland, Tennessee

STATEMENT OF OPERATIONS

September 16, 1934 to September 15, 1935

GROSS PROFIT—Forwarded from Sheet 1	\$21,119.57
EXPENSES—	
Salaries—	
Editor and Publisher	\$1,814.00
Sunday School Editor	1,820.00
Office	1,909.02
	5,243.02

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MINUTES OF THE THIRTIETH ANNUAL ASSEMBLY

MINUTES OF THE THIRTIETH ANNUAL ASSEMBLY

APPLIED TO—	
Building New Publishing House	\$28,590.39
Purchase of Office Machinery	6,103.69
Purchase of Office Equipment	633.12
Building Improvements	495.87
Payment on Loan from Merchants Bank	1,000.00
Increase in Accounts Receivable	3,430.86
	<u>\$38,253.62</u>
Less: Accounts Payable	2,116.92
TOTAL	\$36,141.70
	Accepted.

TENN. MUSIC & PRINTING CO.

Statement of Receipts and Disbursements

For the Year Ending September 15, 1935

RECEIPTS—	
Balance on Hand Sept. 16, 1934	\$ 899.79
Sales of Song Books and Music Supplies	6,788.53
	<u>7,678.32</u>

TOTAL RECEIPTS	
DISBURSEMENTS—	
Labor	\$ 855.60
Salary Music Editor	760.00
Printing	4,515.80
Books Purchased	188.28
Poems and Songs Purchased	73.00
Type and Plates Purchased	806.49
Freight and Express	114.81
Traveling	137.54
Office Equipment	7.50
Auditing	15.00
Miscellaneous	<u>75.22</u>
TOTAL DISBURSEMENTS	7,530.02
Balance on Hand Sept. 15, 1935	\$ 143.30
	Accepted.

CHURCH OF GOD
Cleveland, Tennessee
TENNESSEE MUSIC & PRINTING CO.
STATEMENT OF OPERATION
September 16, 1934 to September 15, 1935

SALES—	
Pearls of the Cross	\$ 2,144.02
	51

Auditing	85.00
Auto Expense	120.01
Building Repairs	18.93
Freight and Drayage	729.68
Insurance—Fire	174.31
Insurance—Compensation	68.55
Insurance—Group Life	129.90
Interest	116.67
Light, Water, and Fuel	766.56
Miscellaneous	599.07
Office Supplies	53.21
Postage	2,673.01
Revenue Tax on Checks	9.84
Telephone and Telegraph	<u>145.53</u>
TOTAL EXPENSE	10,935.34
NET PROFIT FOR PERIOD	10,153.23

RECONCILEMENT OF CASH DISBURSEMENTS

Refunds—Sheet 1	\$ 491.71
Purchases—Sheet 1	15,003.60
Labor—Sheet 1	13,682.88
Machinery Repairs—Sheet 1	14.10
Expenses—Above	<u>10,936.34</u>
Less: Acc'ts Payable (Exh. A)	40,078.48
Pub. House Expenses (Exh. F)	<u>2,116.92</u>
	37,961.56

CHURCH OF GOD
Cleveland; Tennessee

Statement of Application of Publishing House Funds September 16, 1934 to September 15, 1935

RECEIVED FROM—	
Publishing House Profits—Exhibit G	\$10,153.23
On Notes—Exhibit F	420.90
Borrowed from Tithes Fund—Exhibit F	11,800.00
Borrowed from Merchants B.—Exhibit F	3,000.00
Cash Balance Decreased—	
From—1934 Audit	\$11,289.03
To—Exhibit F	<u>1,671.07</u>
	9,617.96
Inventories Decreased—	
From—1934 Audit	5,110.70
To—Exhibit F	<u>8,991.09</u>
	1,119.61
TOTAL	<u>\$6,141.70</u>

MINUTES OF THE THIRTIETH ANNUAL ASSEMBLY

MINUTES OF THE THIRTIETH ANNUAL ASSEMBLY

His Glory in Song	1,840.44
Heavenly Pictures	609.13
Heart Beats	563.57
Carols of Love	281.10
Crowning Church of God	157.01
Heralds of Heaven	85.70
Miscellaneous Books	524.09
	5,705.03
Books Purchased	311.52
Books Printed for Others—	
O. L. Alewine	171.00
W. P. Ganus	350.00
Sisk Music Company	1,086.78
	1,647.73
Plates	67.50
	7,732.16
GROSS SALES	
Less: Refunds	102.50
Bad Checks	23.40
	126.20
	7,605.96
NET SALES	
COST OF SALES—	
Inventory of Books, Sept. 16, 1934	2,720.20
Printing	8,404.74
Labor	857.47
Salary—Music Editor	760.00
Poems and Songs Fur.	78.00
Depreciation on Plates, Type, etc.	809.40
	5,934.61
Cost of Books Printed	239.60
Books Purchased	6,174.21
	8,900.41
Less: Invt. of books Sept. 15, '35	2,568.70
COST OF SALES	6,331.71
	1,274.26
GROSS PROFIT	
EXPENSES—	
Auditing	15.00
Freight and Express	127.42
Miscellaneous	70.22
Office Supplies	43.75
Postage	133.57
Traveling	101.94
	497.90
TOTAL EXPENSES	
NET PROFIT FOR PERIOD	\$ 776.35

4:35 p. m. Reading of Bible School reports by J. H. Walker.

CHURCH OF GOD	
BIBLE TRAINING SCHOOL—TUITION FUND	
STATEMENT OF OPERATIONS	
October 1, 1934 to September 15, 1935	
INCOME—	
Tuition Fees	\$ 8,519.50
Entrance Fees	417.00
Greek	37.35
Music Department—	
Voice and Instrumental	\$ 434.70
Normal	118.50
Evening Normal	67.00
Piano Practice	5.00
	625.20
Commercial	19.03
Piano	11.00
Correspondence	1,783.00
Donations—Y.P.E.	86.00
	6,448.95
Less—Discounts	275.00
	\$ 6,173.95
NET INCOME	
EXPENSES—	
Teachers' Salaries	\$ 2,894.69
Office Salaries	454.03
Building Repairs	119.29
Light, Water, Fuel	328.77
Miscellaneous	17.13
Office Supplies	50.69
Postage	67.50
Telephone	7.25
Paid on Equipment ..	6.50
Paid on Planos	112.00
Refunds	204.59
	4,092.74
	\$9.47
	4,116.21
Labor—	
Credited to Students	\$ 267.23
TOTAL EXPENSE	\$ 4,443.42
NET PROFIT FOR PERIOD	1,730.49

NOTE: Above does not include the salary of J. H. Walker, Superintendent of Education amounting to \$1,800.00 which is paid out of the Tithes Fund. Accepted.

MINUTES OF THE THIRTIETH ANNUAL ASSEMBLY

CHURCH OF GOD BIBLE TRAINING SCHOOL—TUITION FUND STATEMENT OF RECEIPT AND DISBURSEMENTS October 1, 1934 to September 15, 1935 General Fund—J. H. Walker, Treasurer Exhibit B

RECEIPTS—	
Balance on Hand Oct. 1, 1934	\$ 6,173.98
Income—Exhibit A	294.59
Refunds	6,468.57
Less:	
Accounts Receivable, Regular	\$ 308.85
Accts. Rec'ble, Correspondence	1,476.00
Labor Credited to Accounts	267.28
Net Receipts for Period	2,112.13
	4,356.44
TOTAL RECEIPTS	\$ 4,459.42
DISBURSEMENTS—	
Transferred to Pub. House Fund	\$ 4,324.41
Disburse. by J. H. Walker, Treas. Exh. A	83.47
TOTAL DISBURSEMENTS	4,407.88
BALANCE ON HAND—	
Cash	40.88
On Deposit, Merchants B., Cleveland, Tenn.	10.66
	51.54

PUBLISHING HOUSE FUND Exhibit C	
RECEIPTS—	
Deficit Oct. 2, 1934	\$ 797.79
Transferred from General Fund (Above)	4,324.41
TOTAL RECEIPTS	3,526.62
DISBURSEMENTS—	
Disbursements, Publishing House, Exh. A	4,092.74
Deficit Sept. 15, 1935	566.12
	Accepted.

CHURCH OF GOD BIBLE TRAINING SCHOOL—DORMITORY FUND STATEMENT OF RECEIPTS AND DISBURSEMENTS October 1, 1934 to September 15, 1935 RECEIPTS— Board

\$ 5,783.91

Loan from Merchants Bank	400.00
Loan from J. H. Walker	110.52
Loan from J. L. Hathcock	100.00
	6,394.43
Less: Accts. Rec'ble Balances	445.83
Refunds	103.74
	549.57

NET RECEIPTS	\$ 5,844.86
DISBURSEMENTS—	
Groceries	\$ 4,232.96
Rent	273.75
Supplies	177.09
Cook's Salary	221.30
Labor	256.44
Lights	139.20
Water	84.80
Coal	31.58
Repairs	35.23
Telephone	45.65
Miscellaneous	26.46

Purchase of Equipment	5,524.16
Returned Checks	181.25
Payment—Loan J. L. Hathcock	27.50
	100.00
TOTAL DISBURSEMENTS	6,832.91

Balance on Hand Sept. 15, 1935	
On Deposit in Merchants Bank, Cleveland, Tenn	\$ 11.95
	Accepted.

CHURCH OF GOD BIBLE TRAINING SCHOOL—BUILDING FUND STATEMENT OF RECEIPTS AND DISBURSEMENTS August 18, 1934 to September 15, 1935

RECEIPTS—	
Insurance from Dormitory Fire	\$ 2,500.00
Miscellaneous Contributions	294.44
Refund	1.25
TOTAL RECEIPTS	\$ 2,795.69

DISBURSEMENTS—	
Building—	
Re-arrangement of Auditorium and Boy's Home for	
R. T. S. Quarters—	
Labor	684.93
Building Material	602.17
Equipment	1,393.47
Miscellaneous	1.07
TOTAL DISBURSEMENTS	2,681.69

Balance on Hand Sept. 15, 1935—	
Deposit, Merchants Bank, Cleveland, Tenn.	29.86
Cash on hand	84.64
	114.00
	Accepted.

1950 FINANCIAL REPORT
(Minutes, 1950, pp. 50-72)

1950: Last full disclosure report.

MINUTES OF THE 43D GENERAL ASSEMBLY

MINUTES OF THE 43D GENERAL ASSEMBLY

Balance Sheet As at July 31, 1950			
ASSETS			
CASH BALANCES			
Tithe Fund	\$124,328.64	Office Equipment:	
Emergency Fund	3,844.47	Lee College—Net	\$ 5,822.19
Building Fund	8,559.64	Publishing House	22,085.20
Orphanage Fund	89,473.75	Tenn. Music and Printing Co.	224.22
Evangelistic Fund	24,168.75	Orphanage	1,238.65
Disabled Ministers' Fund	2,269.99	Tithe Fund	16,506.60
Special Notes Fund	47,317.05	Mission Fund	2,398.97
National Youth Fund	1,643.82		48,275.83
Missions Fund	195,282.61	Furniture and Fixtures:	
Aged Ministers' Fund	35,307.29	Lee College	\$ 26,587.58
Ministers' Widows' Fund	14,413.06	Orphanage	30,101.58
Publishing House	23,992.54	National Youth Fund	889.33
Tenn. Music and Printing Co.	794.32	Tithe Fund	17,520.01
Lee College—Regular Account	3,598.73	Mission Fund	3,255.79
Lee College—Endowment Fund	4,184.58	Aged Ministers	57.45
Petty Cash—Tithe Fund	301.29		78,411.74
Petty Cash—Publishing House	101.82	Miscellaneous Equipment:	
Petty Cash—Orphanage	1,000.00	Orphanage	35,778.58
Total Cash	\$563,963.07	Publishing House Automotive	3,128.91
		Lee College Automotive	4,885.99
ACCOUNTS RECEIVABLE			43,792.38
Publishing House	90,744.38	Net Value Fixed Assets	2,260,538.45
Tenn. Music and Printing Co.	15,308.20		
Lee College	74,867.27	OTHER ASSETS	
Total Accounts Receivable	180,719.85	Lee College	36.13
Notes and Loans Receivable	516,587.37	Mission Fund	1,108.00
		Total Other Assets	1,142.13
INVENTORIES		TOTAL ASSETS	\$3,687,992.45
Publishing House	89,868.55		
Tenn. Music and Printing Co.	56,606.28	LIABILITIES AND SURPLUS	
Orphanage—Live Stock	1,474.23	ACCOUNTS PAYABLE	
Lee College	17,092.52	Publishing House	\$ 4,275.28
Total Inventories	165,041.58	Lee College	33,926.19
		Accrued Interest—Lee College	7,000.00
FIXED ASSETS		Total Accounts Payable	45,201.47
Real Estate:		Loans and Notes Payable	1,121,591.26
Publishing House	\$ 75,588.38		
Building Fund	59,000.00	SURPLUS	
Orphanage	322,599.20	Lee College	738,570.94
Former Orphanage	86,469.32	Publishing House—Tennessee Music	398,536.04
Tithe Fund	18,927.14	and Printing Co.	1,384,092.74
Mission Fund	58,760.39	TTithes, Missions, and Other Funds	2,521,199.72
Lee College—Net	\$1,379,814.12	Total Surplus	2,521,199.72
Aged Ministers	960.40	Total Liabilities and Surplus	\$3,687,992.45
	2,002,099.45		
Machinery and Equipment:			
Publishing House—Net	\$ 13,644.67		

MINUTES OF THE 43D GENERAL ASSEMBLY

NOTES AND LOANS RECEIVABLE As at July 31, 1950	
DUE FROM	
TITHE FUND	
Lee College	\$209,494.98
New Building Fund	12,500.00
Orphanage	35,000.00
Loans—Individuals	32,603.23
	<u>\$289,598.21</u>
MISSION FUND	
New Building Fund	12,500.00
Emergency Fund	45,011.00
Universal Travel Service	1,000.00
Loans—Individuals	38,177.06
	<u>96,688.06</u>
ORPHANAGE	
Kannapolis Orphanage	12,000.00
New Building Fund	12,500.00
McLain and Bryson—Realty	3,100.00
	<u>27,600.00</u>
EMERGENCY FUND	
Tithe Fund	63,168.53
AGED MINISTERS' FUND	
Emergency Fund	22,000.00
PUBLISHING HOUSE	
New Building Fund	10,000.00
LEE COLLEGE	
Loans—Individuals	189.57
Loans—Teachers' Education	1,545.00
	<u>1,734.57</u>
EVANGELISTIC FUND	
Loans—Individuals	5,800.00
Total Notes and Loans Receivable	<u>\$516,587.37</u>

NOTES AND LOANS PAYABLE As at July 31, 1950	
PAYABLE TO	
BUILDING FUND	
Tithe Fund	\$ 12,500.00
Mission Fund	12,500.00
Orphanage Fund	12,500.00
Publishing House	10,000.00
	<u>\$47,500.00</u>
EMERGENCY FUND	
Mission Fund	45,011.00

MINUTES OF THE 43D GENERAL ASSEMBLY

Aged Ministers' Fund	22,000.00
	<u>67,011.00</u>
LEE COLLEGE	
Tithe Fund	209,494.98
Notes—Bob Jones College	800,000.00
Note—Cleveland National Bank	3,000.00
	<u>812,494.98</u>
MISSION FUND	
Stewart Guaranty Trust Company	8,850.00
TITHE FUND	
Unredeemed Church of God Notes	47,568.75
Emergency Fund	63,168.53
	<u>110,735.28</u>
ORPHANAGE FUND	
Notes—Sevier County Bank	40,000.00
Tithe Fund	35,000.00
	<u>75,000.00</u>
Total Notes and Loans Payable	<u>\$1,121,591.26</u>

TITHE FUND RECEIPTS AND DISBURSEMENTS As at July 31, 1950	
Balance on Deposit, July 31, 1949	\$ 4,452.89
RECEIPTS	
Tithes—White	\$405,062.23
Less: Appropriations to Evangelistic Fund \$28,354.3.	
Ministers'	
Widows' Fund.. 8,101.22	
Disabled	
Ministers' Fund 15,954.24	
	<u>52,409.78</u>

Group Insurance Premiums—Net	352,652.45
Tithes—Colored	33,047.12
Group Insurance Dividend	6,168.70
Rent—Peoples Street House	35,477.00
Lee College Quota and Education Week Interest	700.00
Refund—Loans Previously Charged Off Note Receivable—A. B. Moore	61,381.88
Note Receivable—Presbyterian Orphan. Payments on Lee College Plates	361.11
Received on Loans	150.00
Loan Receivable—State of Missouri	16,000.00
Received on Lee College Loan	75,000.00
	<u>8,870.24</u>
	<u>5,440.00</u>
	<u>250.00</u>
	<u>25,000.00</u>

MINUTES OF THE 43D GENERAL ASSEMBLY

Miscellaneous	255.00
Total Receipts	620,753.50
	625,206.39

DISBURSEMENTS

Salaries:	
General Overseer	\$ 4,800.00
Asst. General Overseer	4,500.00
General Secretary	4,200.00
National Youth Director	3,900.00
President Lee College	7,700.00
Office	18,950.37
State Overseers	35,200.00
Janitor	629.68
Maintenance Employee	823.60
Traveling Expenses:	
General Overseer	2,448.54
Asst. General Overseer	2,385.28
Gen. Secretary-Treasurer	611.11
National Youth Director	1,167.03
Special	1,825.00

8,436.96

House Rent:

National Youth Director	300.00
Parsonages:	
General Overseer	1,080.99
Asst. General Overseer	563.35
Former Asst. Gen. Overseer	288.31
Gen. Secretary-Treasurer	598.94
National Youth Director	262.90

2,794.49

Expenses:

Auditing	150.00
Light, Water, and Fuel	428.93
Legal	4,860.45
Truck	170.72
Bad Checks	1,345.55
Telephone and Telegraph	1,070.54
Printing	1,322.95
Office Supplies	2,231.63
Service on Machines	203.49
Miscellaneous	1,683.07
Postage	704.37
Repairs	2,119.74
Insurance	348.46
Bank Exchange Charges	82.71

16,732.63

Other Disbursements:

Petty Cash	450.00
Loan—Lee College Property ..	216,000.00

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MINUTES OF THE 43D GENERAL ASSEMBLY

Loan—Lee College	1,541.93
Donated to Schools from Education Week and Lee College Quota	551.24
Loan to Orphanage Fund	35,000.00
Refund—Real Estate (Former Orphanage)	5,000.00
Furniture	1,946.92
Office and Maintenance Equipment	5,921.99
Loans—Miscellaneous	9,908.83
Group Insurance Dividend	1,397.79
Improvements—New Office Building	1,631.49
Delegates to Conventions	3,133.67
Expense of Boards	1,130.56
Assembly Expense	1,000.00
Council of Twelve	1,228.89
Donation to N.A.E.	3,575.00
Help to Ministers	500.00
Help to States	2,473.50
Group Insurance	79,276.14
Tithes—Colored	6,188.70
Donations	1,075.00
Lee College Plates	12,498.37

391,410.02

Total Disbursements	500,377.75
Balance on Deposit, July 31, 1950	\$124,828.64

MISSION FUND

RECEIPTS AND DISBURSEMENTS

As at July 31, 1950

Balance on Deposit, July 31, 1949 \$136,504.43

RECEIPTS

Missions—White	\$313,038.60
Less: Refunds	177.89

\$312,860.71

DISBURSEMENTS

Missions—Colored	370.53
Subscriptions, <i>Macedonian Call</i> and Spanish Publications	1,499.05
Rent—Haleah Home	280.13
Note Receivable—Sam Romans	280.00
Interest	167.80
Refund—China	23.00
Received on Loans	3,310.00

Total Receipts 318,771.22

455,275.65

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MINUTES OF THE 43D GENERAL ASSEMBLY

DISBURSEMENTS

Foreign Fields:	
Africa	1,384.48
Alaska	4,209.16
Argentina	1,808.95
Bahamas	2,932.94
Barbados	4,278.35
Bermuda	555.50
British Honduras	671.81
Cuba	1,442.00
Dominican Republic	11,553.72
Egypt	4,129.40
El Salvador	6,679.89
Germany	18,100.97
Guatemala	11,516.43
Haiti	32,852.13
Hawaii	5,209.17
Honduras	2,491.50
India	15,331.80
International Preparatory Institute	16,237.52
Jamaica	10,706.42
Latin America	10,576.83
Middle East	12,470.66
Mexico	14,596.10
Nigeria	500.50
Palestine	100.07
Panama and Costa Rica	5,874.77
Philippine Islands	1,275.59
Puerto Rico	3,009.57
Peru	12,847.60
Spanish Publications	5,804.29
St. Kitts	1,346.82
Uruguay	600.00
Virgin Islands	3,856.77
Literature to Foreign Fields	744.29
Prospective Missionaries' Education	2,699.46
	<u>228,495.46</u>
Expenses:	
Telephone and Telegraph	820.08
Printing	465.67
Office Supplies	746.64
Office Salaries	6,549.87
Service on Machines	113.76
Miscellaneous	1,571.27
Postage	903.80
Auditing	125.00
Janitor	244.14
Insurance	189.80
Office Repairs	326.59
Freight and Drayage	530.37
Posters	665.37
Light, Water, and Fuel	41.68

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MINUTES OF THE 43D GENERAL ASSEMBLY

Repairs—Magnolia St. House	60.36	13,354.40
Other Disbursements:		
Parsonage Furniture	118.42	
Office Equipment	450.93	
Note Payable—Stewart Guaranty Title Company	1,800.00	
Loans	2,989.13	
Salary—Missions Secretary	4,200.00	
Traveling Expense—Missions Secretary	3,353.12	
Special Travel—Missions Secretary	175.00	
Parsonage Expense	511.16	
Printing Macedonian Call	2,115.86	
Missions—Colored	370.53	
Mission Board	1,491.23	
Evangelical Foreign Missions Association	567.80	
		<u>18,143.18</u>
Total Disbursements		259,993.04
Balance on Deposit, July 31, 1950		<u>\$195,282.61</u>
ORPHANAGE FUND		
RECEIPTS AND DISBURSEMENTS		
As at July 31, 1950		
Balance on Deposit, July 31, 1949		\$66,766.95
RECEIPTS		
From the Field	\$170,314.72	
Less: Refunds	167.42	
	<u>\$170,147.30</u>	
Sale of Farm Produce	627.88	
Group Insurance Dividend	56.76	
Miscellaneous	21.50	
House Rent	368.00	
Board	6,234.97	
Sale of Deep Freeze	5,000.00	
Sale of Live Stock	5,459.06	
Loan—from Tithe Fund	35,000.00	
Sale of Farm Equipment	122.17	
Note Receivable—McLain and Bryson Oil Company	1,400.00	
Total Receipts		<u>224,437.64</u>
		<u>291,224.59</u>
DISBURSEMENTS		
Expenses:		

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MINUTES OF THE 43D GENERAL ASSEMBLY

MINUTES OF THE 43D GENERAL ASSEMBLY

Auditing	125.00
Freight and Drayage	418.06
Light, Water, and Fuel	6,561.39
School Expense—Public	1,875.00
School Expense—Lee College	2,104.03
Salaries—Schoolteachers	1,504.50
Clothing	10,170.79
Groceries	23,290.80
Stock Feed	1,967.22
Seed and Fertilizer	106.34
Laundry	3,274.88
Farm Implements and Supplies	832.41
Labor	3,607.11
Literature	527.34
Transportation	453.37
Hospitalization	2,622.62
Repairs	15,929.81
Group Insurance	491.86
Fire Insurance	22.07
Home Supplies	4,766.49
Dairy Expense	362.10
Auto Expense	2,525.74
Telephone and Telegraph	429.30
Printing	15.00
Promotional Printing	29.55
Office Salaries	1,801.00
Office Supplies	299.64
Service on Machines	24.94
Miscellaneous	2,673.16
Postage	191.96
Superintendent's and Matrons' Salaries	17,755.53
Committee Expense	188.07
Veterinarian Service	122.42
Interest	1,418.30
Children's Weekly Allowance	173.00
Other Disbursements:	
Kannapolis Orphanage	22,720.25
Improvements	4,028.87
Petty Cash	1,000.00
Furniture	5,499.23
Laundry Equipment	9,337.74
Walk-in Cooler	5,706.28
Playground Equipment	1,383.08
Library	46.60
Band Equipment	2,424.02
Office Equipment	289.83
Heating Equipment	5,876.14
Loan Payable—Sevierville Bank	35,000.00
Total Disbursements	201,750.84
Balance on Deposit, July 31, 1950	\$89,473.75

AGED MINISTERS' FUND	
RECEIPTS AND DISBURSEMENTS	
As at July 31, 1950	
Balance on Deposit, July 31, 1949	\$26,211.51
RECEIPTS	
From the Field—White	\$ 56,412.50
Less: Refund	5.94
	\$ 56,406.56
Aged Ministers—Colored	219.77
Rent—Rich House	328.00
Total Receipts	56,954.33
	83,165.84
DISBURSEMENTS	
To Aged Ministers	47,305.29
Help to I. N. Rich	180.00
Repairs—Rich House	79.61
Miscellaneous	73.88
Aged Ministers—Colored	219.77
Total Disbursements	47,858.55
Balance on Deposit, July 31, 1950	\$35,307.29
DISABLED MINISTERS' FUND	
RECEIPTS AND DISBURSEMENTS	
As at July 31, 1950	
Overdraft, July 31, 1949	\$ 2,441.75
RECEIPTS	
3 per cent from Tithe Fund	15,954.24
	13,512.49
DISBURSEMENTS	
To Disabled Ministers	11,242.50
Balance on Deposit, July 31, 1950	\$ 2,269.99
MINISTERS' WIDOWS' FUND	
RECEIPTS AND DISBURSEMENTS	
As at July 31, 1950	
Balance on Deposit, July 31, 1949	\$ 15,071.59
RECEIPTS	
2 per cent from Tithe Fund	8,101.22
	23,172.81

MINUTES OF THE 43D GENERAL ASSEMBLY

DISBURSEMENTS
To Ministers' Widows 8,759.75
Balance on Deposit, July 31, 1950 \$14,413.06

EMERGENCY FUND
RECEIPTS AND DISBURSEMENTS
As at July 31, 1950
Balance on Deposit, July 31, 1949\$ 3,844.47
RECEIPTS-DISBURSEMENTS None
Balance on Deposit, July 31, 1950\$ 3,844.47

EVANGELISTIC FUND
RECEIPTS AND DISBURSEMENTS
As at July 31, 1950
Balance on Deposit, July 31, 1949\$ 19,310.39
RECEIPTS
7 per cent from Tithe Fund\$ 28,354.32
Note Receivable, State of Arkansas 200.00
Total Receipts 28,554.32
DISBURSEMENTS
Note Receivable, State of Arkansas 3,000.00
Note Receivable, State of Massachusetts 3,000.00
To Weaker States 17,695.96
Total Disbursements 23,695.96
Balance on Deposit, July 31, 1950 \$24,168.75

BUILDING FUND
RECEIPTS AND DISBURSEMENTS
As at July 31, 1950
Overdraft, July 31, 1949\$ 9,058.09
RECEIPTS
Rent 840.00
DISBURSEMENTS
Taxes def. 8,218.09
Overdraft, July 31, 1950 \$ 8,559.84

MINUTES OF THE 43D GENERAL ASSEMBLY

NATIONAL YOUTH FUND
RECEIPTS AND DISBURSEMENTS
As at July 31, 1950\$ 1,892.73
Balance on Deposit, July 31, 1949
RECEIPTS
From the Field\$ 173.16
Subscriptions to Workers' Bulletin 2,777.88
Total Receipts 2,951.04
DISBURSEMENTS
Youth Fund 761.59
Printing Workers' Bulletin 2,438.36
Total Disbursements 3,199.95
Balance on Deposit, July 31, 1950 \$ 1,943.82

SPECIAL NOTE FUND
RECEIPTS AND DISBURSEMENTS
As at July 31, 1950\$ 50,307.05
Balance on Deposit, July 31, 1949
RECEIPTS
Sale of Notes 9,975.00
DISBURSEMENTS
Notes Redeemed\$ 12,900.00
Auditing 65.00
Total Disbursements 12,965.00
Balance on Deposit, July 31, 1950 \$ 47,317.05

PUBLISHING HOUSE
RECEIPTS AND DISBURSEMENTS
As at July 31, 1950\$ 28,330.12
Balance on Deposit, July 31, 1949
RECEIPTS
Received on Account\$219,156.96
Cash Sales 158,580.55
Old Age Benefits 486.08
Total Receipts 378,223.59
DISBURSEMENTS
Expenses: 406,553.71
Paper 54,486.54

MINUTES OF THE 43D GENERAL ASSEMBLY

Books and Merchandise Purchased	82,631.69
Wages—Publishing (Printing and Wrapping)	77,294.03
Wages—Office Employees	36,627.88
Wages—Chauffeurs	2,478.61
Salary—Business Manager	4,200.00
Salary—Editor-in-Chief	4,200.00
Salary—LIGHTED PATHWAY Editor	3,300.00
Salary—Outside Salesman	500.00
Postage	14,920.45
Printing Supplies	24,663.81
Freight	3,119.09
Lights, Water, and Fuel	1,932.49
Miscellaneous	1,224.46
Office Supplies	2,999.57
Telephone and Telegraph	1,621.82
Taxes—Publishing House	621.00
LIGHTED PATHWAY Editor's Parsonage Expense	423.20
Business Manager's Parsonage Expense	539.91
Editor-in-Chief's Parsonage Expense	1,208.80
Traveling Expense—Editor-in-Chief	1,396.79
Traveling Expense — Business Manager	82.95
Sales Promotion Expense	513.12
Convention Sales Expense	526.82
General Education and Publication Board Expense	327.57
Premiums	50.00
Machine Service and Repairs	468.54
Auditing	220.00
Truck Expense	132.27
Bad Checks	313.60
Refunds on Sales	2,112.57
Insurance—Fire	465.90
Insurance—Compensation	394.61
Insurance—Group	397.46
Advertising	546.90
Exchange Charges on Cashing Checks	7.61
Building Repairs	666.50
Outside Sales Expense	72.98
Station Wagon Expense	545.73

OTHER DISBURSEMENTS

Office Equipment	\$ 7,324.82
Profits Donated to Schools	41,000.00
Old Age Benefits	243.04
Improvements and Furnishings on Homes	1,729.04
Improvements—Publishing House	1,309.64
Social and Recreational Activity	48.59
Station Wagon	2,282.48
Press Room Equipment	239.05
Special Borrowing Fund	500.00

MINUTES OF THE 43D GENERAL ASSEMBLY

Office Libraries	677.24
Analysis of Operations	300.00
Total Disbursements	383,061.17
Balance on Deposit, July 31, 1950	\$ 23,492.54

TENNESSEE MUSIC AND PRINTING COMPANY

RECEIPTS AND DISBURSEMENTS

As at July 31, 1950

Balance on Deposit, July 31, 1949	\$ 1,640.81
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RECEIPTS

Received on Account	\$ 25,811.52
Cash Sales	16,117.18
Receipts from Tenn. Music Normal	91.97
Collected on Bad Debts	67.37

Total Receipts	42,088.04
	43,728.85

DISBURSEMENTS

Refunds on Sales	259.24
Printing	23,840.47
Books Purchased	4,045.78
Donations to Schools	3,500.00
Bookkeeping	500.00
Salaries	7,133.99
Music Editor's Travel and Sales Expense	1,008.26
Associate Editors' Travel Expense	143.08
Postage	846.87
Parsonage Expense	600.00
Auditing	115.00
Office Equipment	119.45
Freight	168.40
Insurance—Group	19.29
Miscellaneous	33.33
Office Supplies	341.52
Advertising	246.85
Legal Expense	15.00

Total Disbursements	42,934.53
Balance on Deposit, July 31, 1950	\$ 794.32

LEE COLLEGE

RECEIPTS AND DISBURSEMENTS

As at July 31, 1950

Balance on Deposit, July 31, 1949	\$ 7,599.47
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RECEIPTS

Collected on Accounts Receivable	\$265,094.71
Cafeteria Sales	7,809.83

MINUTES OF THE 43D GENERAL ASSEMBLY

Bookstore Sales	11,423.80
Annual	1,255.25
Snack Shop Sales	14,657.08
Swimming Permits	145.26
Tuition—Miscellaneous	21.00
Collected on Loans Receivable	266.60
Room Rent and Orphanage Rental	54.67
President's Salary from Tithe Fund	7,700.00
Collected on Bad Accounts	671.98
Refunds:	
Traveling	158.52
Returned Purchases	6.84
Telephone and Telegraph	23.38
Insurance Premiums	81.00
Supplies	2.50
Miscellaneous	35.90
Outstanding Checks	9.60
Maintenance and Repairs	51.50
Room and Board	4,101.22
Music Normal	1,096.00
Scholarship	300.00
Donations	5,401.83
Bendix Income	375.61
Insurance Dividends	184.48
Bad Checks Collected	189.94
Music Department—Miscellaneous	1.70
Band Fund	40.00
Education Week	362.85
Petty Cash	800.00
Donations—Publishing House	40,000.00
Post Office Box Rental	9.05
Nursery	294.40
Miscellaneous	147.96
Note Payable	4,000.00
Key Deposits	23.84
Printing	28.27
Sales Tax	10.00
Exchange on Checks	9.32
Insurance	20.72
Total Receipts	366,864.41

DISBURSEMENTS

General School Operations	
Advertising	7,582.50
Electricity	2,598.13
Freight and Express	1,002.47
Fuel	13,267.80
Incidental	581.90
Hospitalization	136.00
Legal and Auditing	496.26
Visual Aid	127.39
Library Expense	209.83
Library Salaries	1,461.53
College Class Fund	50.25

MINUTES OF THE 43D GENERAL ASSEMBLY

Maintenance and Repairs:	
Administration Building	212.39
Alumni Building	400.94
College Arms	222.44
Auditorium	19.67
Academic Building	111.14
Ellis Hall	180.60
Gymnasium	517.24
South Hall	894.14
President's Home	272.28
West Hall	176.05
Heating Plant	755.47
General Maintenance	6,446.80
Bowen House	5.50
Dream House	72.31
Parker Street Residence	25.72
Pianos	311.50
Office Incidental	196.57
Office Supplies	1,531.20
Postage	1,017.33
Printing Salaries	494.05
Printing Supplies	284.33
Board of Education	285.50
Insurance	4,923.96
Home Economics Expense	31.33
Science Department	148.03
Salaries:	
President	4,200.00
Dean	4,215.00
Business Manager	3,267.92
Comptroller	3,267.92
Registrar	3,214.17
Dean of Academy	3,224.17
Librarian	2,686.89
Teachers	53,567.92
Buildings and Grounds	8,742.38
Heating Plant	1,537.50
Office	13,927.13
Guard Duty	811.59
Alumni Secretary	1,204.73
Teachers' Secretary	29.80
Telephone and Telegraph	2,275.72
Traveling Expenses	3,270.89
Auto Expense	1,551.26
Water	1,124.47
Athletics	712.95
Buildings and Grounds	415.27
Scholarships	300.00
Bad Checks	705.85
Senior Class Expense	788.02
Refunds	156.92
Art	69.28
Dramatics	43.27
Group Insurance	259.86
Windagua	677.80

MINUTES OF THE 43D GENERAL ASSEMBLY

Laundry	78.10
Manual Arts	888.75
Nursery	257.64
Classroom Expense	83.24
Exchange on Checks	11.92
Bondix	216.00
Rent—Orphanage	704.18
Interest	75.00
Tax	1,339.20
Income Tax	915.04
Key Deposit	22.50
Board of Education	212.90
Swimming	2.00
	<u>169,445.50</u>
Less Deductions:	
Hospitalization	\$189.80
Withholding Tax	229.80
Insurance	15.60

435.20

169,010.30

BOOKSTORE OPERATIONS

Purchases	43,498.22
Salaries	3,026.14
Maintenance and Repair	382.80
Freight and Express	31.80
Incidental Expense	82.35
Telephone and Telegraph	3.19
Sales Refund	52.95

47,077.45

MUSIC AND VOICE OPERATIONS

Teachers' Salaries	16,140.89
Music Club and Mixed Chorus	246.47
Piano Expenses	47.20
Maintenance and Repair	374.67
Telephone and Telegraph	42.76
Studio	1.50
Music Supplies	262.27
Accordion	16.00
Refund	5.00
Electricity and Water	340.27

17,477.03

CAFETERIA OPERATIONS

Electricity	1,054.72
Incidental Expense	199.89
Food Purchase	42,673.02
Salaries	5,112.03
Maintenance and Repairs	315.46
Water	240.17
Building and Grounds	110.00

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MINUTES OF THE 43D GENERAL ASSEMBLY

Fuel	43.86
Freight and Express	7.10
Supplies	1,008.43
Refunds	40.00
	<u>50,804.68</u>

DORMITORY OPERATIONS

Electricity	4,925.56
Salaries	4,027.71
Water	1,610.63
Fuel	147.72
Maintenance and Repairs	4,528.52
Incidental Expense	405.60
Room and Board	14.83
Telephone and Telegraph	264.71
Refund	9.63
Interest	25.00

13,959.91

SNACK SHOP OPERATIONS

Sales Tax	279.68
Maintenance and Repairs	873.72
Incidental Expense	255.16
Purchases	8,718.43
Salaries	2,022.46
Electricity	167.68
Rent	40.00
Freight and Express	9.00

12,366.13

SEVIERVILLE PROPERTY

59.24

OTHER DISBURSEMENTS

Accounts Receivable Refund ..	3,175.29
Library Books	1,645.58
Loans—Teachers' Education ..	600.00
Equipment:	
Bookstore	94.00
Printing	472.91
Office	2,048.59
Snack Shop	2,980.97
Automotive	2,177.55
Cafeteria	1,547.94
Heating	5,522.38
Photographic	152.32
Library	35.45
Radio	242.50
Classroom	231.86
Athletic	1,092.73
Tools	855.93
Furniture and Fixtures:	
Dormitories	4,247.96
President's Home	535.75

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MINUTES OF THE 43D GENERAL ASSEMBLY

Library	514.07	
Commercial Department	1,713.49	
Music Department	970.24	
Auditorium	339.90	
Home Economics	63.41	
Science Department	4.00	
Loans—Others	298.17	
Periodicals	222.83	
Other Administration	172.81	
Note Payable—Bank	1,000.00	
Note Payable—Property	25,000.00	
Binding Library	150.70	
	<u>58,110.41</u>	
Total Disbursements		370,865.15
Balance on Deposit, July 31, 1950		<u>\$ 3,598.73</u>

PUBLISHING HOUSE STATEMENT OF OPERATIONS As at July 31, 1950

SALES		
Publishing House	\$318,000.62	
Job Printing	\$220,616.55	
Less: House Printing	121,353.15	
	<u>99,263.40</u>	
Less: Bad Checks	417,264.02	
	<u>313.60</u>	
		<u>\$416,950.42</u>

NET SALES

COST OF GOODS SOLD		
Opening Inventories:		
Printing Supplies	21,430.09	
Books and Publications	46,483.05	
	<u>67,913.14</u>	
Purchases:		
Paper	54,942.81	
Printing Supplies	24,704.38	
Books and Publications	83,086.36	
	<u>162,733.55</u>	
	230,646.69	

Less: Closing Inventories		
Printing Supplies	31,315.45	
Books and Publications	58,553.10	
	<u>89,868.55</u>	
	140,778.14	

MINUTES OF THE 43D GENERAL ASSEMBLY

Add: Labor	77,294.03	
Cost of Goods Sold		218,072.17
Gross Profit		<u>198,878.25</u>
OPERATING EXPENSES		
Auditing	220.00	
Truck Expense	132.27	
Depreciation	17,240.52	
Freight and Drayage	3,119.09	
Insurance—Compensation	394.61	
Insurance—Group	397.46	
Insurance—Fire	463.90	
Advertising	1,692.93	
Light, Water, and Fuel	1,932.49	
Miscellaneous Expense	1,224.46	
Office Supplies	2,999.57	
Postage	14,985.70	
Salaries—Office Employees	36,827.88	
Telephone and Telegraph	1,621.82	
Taxes	621.00	
Free Literature	3,306.00	
Free Tracts	108.33	
Premiums	50.00	
Chauffeurs	2,478.61	
Traveling Expenses—		
Editor-in-Chief	398.79	
Traveling Expenses—		
Business Manager	82.95	
Salary—Business Manager	4,200.00	
Salary—Editor-in-Chief	4,200.00	
Salary—Ed. LIGHTED PATHWAY	3,300.00	
Building Repairs	666.50	
Parsonage Expense—		
Business Manager	539.91	
Parsonage Expense—		
Editor-in-Chief	1,208.80	
Parsonage Expense—		
Editor LIGHTED PATHWAY	423.20	
Sales Promotion Expense	513.12	
Convention Sales Expense	526.82	
General Editorial and Publica-		
tion Board Expense	327.57	
Social and Recreation Activity	43.59	
Exchange Charges	7.61	
Machine Service and Repairs	486.54	
Salary—Salesman	500.00	
Outside Sales Expense	72.98	
Analysis of Operations	300.00	
Station Wagon Expense	545.73	
O.A.B. Expense	493.94	
Total Operating Expenses ..		<u>108,643.69</u>
Net Operating Profit		<u>90,234.56</u>

MINUTES OF THE 43D GENERAL ASSEMBLY

OTHER EXPENSES	
Bad Debts	4,234.10
Donations to Bible Training Schools	41,000.00
	<u>45,234.10</u>
Net Profit to Surplus	<u>\$45,000.46</u>

TENNESSEE MUSIC AND PRINTING COMPANY.

STATEMENT OF OPERATIONS

As at July 31, 1950

SALES	\$ 41,157.54
COST OF SALES	
Inventory—August 1, 1949	\$ 46,497.94
Printing	23,840.47
Books Purchased	4,045.78
	<u>74,384.19</u>
Less: Inventory July 31, 1950	56,606.28
Cost of Goods Sold	<u>17,777.91</u>
Gross Profit on Sales	<u>23,379.63</u>

OPERATING EXPENSES

Auditing	115.00
Parsonage Expense	600.00
Freight and Drayage	166.40
Insurance—Group	19.29
Miscellaneous	33.33
Office Supplies	341.52
Postage	848.87
Salaries	7,133.99
Bookkeeping	500.00
Music Editor's Traveling and Sales Expense	1,008.26
Associate Editor's Travel Expense	143.08
Legal Expense	15.00
Advertising	246.85
Depreciation	131.46
Total Operating Expenses	<u>11,301.05</u>
Net Operating Profit	<u>12,078.58</u>

OTHER INCOME

Music Normal	91.97
	<u>12,170.55</u>

OTHER EXPENSES

Donations to Bible Training Schools	3,500.00
Bad Debts	335.06
Total Other Expenses	<u>3,835.06</u>

MINUTES OF THE 43D GENERAL ASSEMBLY

Net Profit to Surplus	<u>\$ 8,335.49</u>
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LEE COLLEGE

STATEMENT OF OPERATIONS

As at July 31, 1950

INCOME	
Annual	\$ 20.00
Bendix Fund	373.58
Biology Fee	422.50
Bookstore Sales	60,192.64
Cafeteria Income	8,126.33
Chemistry Laboratory Fee	45.00
Diploma Fee	712.50
Home Economics Fee	253.75
Manual Art Fee	297.50
Matriculation Fee	18,174.80
Music and Voice Income	9,816.67
Nursery Fund	44.05
Post Office	757.50
Refunds	45.24
Rental Income	14.50
Room and Board	119,870.20
Scholarship Fee	327.50
Snack Shop Sales	14,692.71
Student Activity Fee	5,357.50
Student Funds from Educational Week	362.85
Swimming—Physical Education	1,691.26
Tuition	107,738.99
Typing Fee	1,207.50
Total Income	<u>\$350,545.07</u>

OPERATING EXPENSES

Accordian Expense	10.65
Advertising	11,218.31
Alumni Association	99.74
Art	26.92
Athletics	1,167.50
Board of Education	913.67
Classroom Expense	92.21
College Fund	55.20
Depreciation	57,751.23
Dramatics	43.27
Electricity	9,680.47
Freight and Express	1,050.34
Fuel	15,521.50
Home Economics Expense	673.09
Incidental Expense	3,340.96
Insurance	5,523.80
Interest	24,570.83
Legal and Auditing	496.26
Laundry Expense	189.45
Library Periodicals	286.77
Manual Arts Expense	937.63

MINUTES OF THE 43D GENERAL ASSEMBLY

Appropriation from Publishing House	40,000.00
Tools	9.90
Interest on Sevlerville Notes	440.76
Total Other Income	120,357.61
OTHER EXPENSES	24,331.55
Bad Accounts Charged Off	288.93
Bad Checks	220.51
Total Other Expenses	509.44
Net Profit to Surplus	\$ 24,022.11

MINUTES OF THE 43D GENERAL ASSEMBLY

Maintenance and Repairs	28,636.26
Music Club Fund	216.56
Piano Expense	82.20
Postage	933.87
Purchases—Bookstore	44,504.34
Purchases—Food—Cafeteria	54,065.55
Purchases—Snack Shop	11,340.37
Refunds	41.52
Rent—Orphanage Building	716.40
Salaries:	
President	4,200.00
Dean	4,225.00
Dean of Academy	3,229.17
Business Manager	3,287.92
Comptroller	3,272.92
Librarian	2,691.69
Registrar	3,219.17
Teachers	72,417.78
Library	2,442.73
Printing Labor	400.27
Building and Grounds	9,031.26
Guard Duty	2,138.34
Alumni Secretary	1,174.73
Secretary to Teachers	736.33
Office and Clerks	22,381.49
Supervisors	4,152.49
Cooks and Waiters	13,483.58
Sales Tax	269.68
Scholarships	700.00
Senior Class Fund	774.99
Senior Class—Summer School	147.20
Science Department Expense	180.61
Supplies—Cafeteria	1,223.43
Supplies—Library	283.84
Supplies—Music	351.50
Supplies—Office	2,341.68
Supplies—Printing	284.60
Telephone and Telegraph	2,404.12
Traveling Expense	3,283.85
Truck Expense	1,709.38
Vindcqua Expense	527.65
Visual Aid and Radio	207.57
Water	3,279.63
Salaries—Heating Plant	1,749.86
Total Operating Expenses	446,411.13
OTHER INCOME	def. 95,866.06
Bad Accounts Collected	795.41
Donations	70,741.85
Insurance Dividends	265.48
Incidental Income	444.21
Tithes Fund (Refund—President's	
Salary	7,700.00

1952 FINANCIAL REPORT
(Minutes, 1952, pp. 27-29)

1952: New abbreviated format.

RECEIPTS AND DISBURSEMENTS

For the Year Ended June 25, 1952

TITHE FUND

Overdraft—July 31, 1951 \$ 29,164.07
 Receipts 629,320.27

Disbursements

600,156.20
 608,273.36

Overdraft—June 30, 1952

..... \$ 8,117.16

ORPHANAGE FUND

Balance on Deposit July 31, 1951 \$ 93,909.11
 Receipts 172,420.56

Disbursements

266,329.67
 182,128.56

Balance on Deposit June 30, 1952

..... \$ 84,201.11

MISSION FUND

Balance on Deposit July 31, 1951 \$212,651.51
 Receipts 361,781.24

Disbursements

574,432.75
 422,138.05

Balance on Deposit June 30, 1952

..... \$152,294.70

AGED MINISTERS' FUND

Balance on Deposit July 31, 1951 \$ 94,420.53
 Receipts 141,527.32

Disbursements

235,947.85
 137,601.44

Balance on Deposit June 25, 1952

..... \$ 58,346.41

MINISTERS' WIDOWS' FUND

Balance on Deposit July 31, 1951 \$ 14,417.90
 Receipts 10,415.25

Disbursements

24,833.15
 8,947.75

Balance on Deposit June 25, 1952

..... \$ 15,885.40

DISABLED MINISTERS' FUND

Balance on Deposit July 31, 1951 \$ 4,549.67
 Receipts 15,622.66

Disbursements

20,172.53
 13,148.71

Balance on Deposit June 25, 1952

..... \$ 7,023.82

EVANGELISTIC FUND

Balance on Deposit July 31, 1951 \$ 27,118.02
 Receipts 36,589.46

Disbursements

63,707.43
 52,860.79

Balance on Deposit June 25, 1952 \$ 10,846.69

NATIONAL YOUTH FUND

Balance on Deposit July 31, 1951 \$ 998.40
 Receipts 412.59

Disbursements

1,408.59
 200.82

Balance on Deposit June 25, 1952

..... \$ 1,208.17

SPECIAL NOTE FUND

Balance on Deposit July 31, 1951 \$ 30,147.80
 Receipts 37.50

Disbursements

30,185.30
 4,839.25

Balance on Deposit June 25, 1952

..... \$ 25,346.05

BUILDING FUND

Overdraft—July 31, 1951 \$ 7,876.79
 Receipts 910.00

Disbursements

6,966.79
 337.15

Deficit

.....

Overdraft—June 30, 1952

..... \$ 7,303.94

EMERGENCY FUND

Balance on Deposit July 31, 1951 \$ 3,844.47
 Receipts 63,166.53

Disbursements

67,011.00
 67,011.00

Balance on Deposit June 30, 1952

..... 0

HOME MISSION FUND

Balance on Deposit July 31, 1951 \$ 6,353.14
 Receipts 9,627.69

Disbursements

15,680.83
 1,734.07

Balance on Deposit June 30, 1952

..... \$ 14,246.76

PUBLISHING HOUSE

Balance on Deposit July 31, 1951 \$ 39,293.59
 Receipts 176,132.80

Disbursements

515,456.39
 432,038.51

Balance on Deposit June 30, 1952

..... \$ 83,387.48

LEE COLLEGE

Balance on Deposit July 31, 1951 \$ 3,414.13
 Receipts 270,054.78

Disbursements

273,488.91
 268,471.62

Balance on Deposit June 30, 1952

..... \$ 4,597.29

1965 FINANCIAL REPORT
(Minutes, 1965, pp. 46,47)

1965: Last report shared orally with the Assembly.

MONDAY MORNING, AUGUST 15, 1966

The General Assembly delegates blended their voices in singing "Love Lifted Me," directed by the Reverend Connor B. Hall. The Reverend Zeno C. Tharp, Sr., led the congregation in prayer. The Moderator declared a business session of the General Assembly.

The General Secretary-Treasurer Ralph E. Williams read the Financial Report for 1964-'65—1965-'66:

FINANCIAL REPORT—FOR THE YEAR 1964-'65

HOME FOR CHILDREN FUND	
Balance on Deposit June 30, 1964	\$ 2,355.37
Receipts	243,482.29
Disbursements	233,694.02
Balance on Deposit June 30, 1965	\$ 18,143.64
TITHES FUND	
Balance on Deposit June 30, 1964	\$ 140,167.98
Receipts	1,039,879.88
Disbursements	1,053,363.49
Balance on Deposit June 30, 1965	\$ 126,679.45
MISSION FUND	
Balance on Deposit June 30, 1964	\$ 92,437.97
Receipts	1,106,070.35
Disbursements	1,137,463.47
Balance on Deposit June 30, 1965	\$ 61,044.85
SUNDAY SCHOOL AND YOUTH FUND	
Balance on Deposit June 30, 1964	\$ 4,319.13
Receipts	25,011.48
Disbursements	25,855.02
Balance on Deposit June 30, 1965	\$ 483.59
RADIO FUND	
Balance on Deposit June 30, 1964	\$ 22,294.43
Receipts	131,454.32
Disbursements	131,684.37
Balance on Deposit June 30, 1965	\$ 22,324.55
OVERDRAFT	
Balance on Deposit June 30, 1964	
Receipts	
Disbursements	
Balance on Deposit June 30, 1965	

MINUTES OF THE 51ST GENERAL ASSEMBLY

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GENERAL EVANGELISM FUND	
Balance on Deposit June 30, 1964	\$ 61,492.33
Receipts	429,010.38
Disbursements	432,418.19
Balance on Deposit June 30, 1965	\$ 58,084.52
AGED MINISTERS' FUND	
Balance on Deposit June 30, 1964	\$ 55,514.55
Receipts	251,133.43
Disbursements	248,356.18
Balance on Deposit June 30, 1965	\$ 133,395.80
MINISTERS' WIDOWS' FUND	
Balance on Deposit June 30, 1964	\$ 4,489.75
Receipts	46,317.31
Disbursements	19,143.33
Balance on Deposit June 30, 1965	\$ 31,763.73
DISABLED MINISTERS' FUND	
Balance on Deposit June 30, 1964	\$ 12,039.44
Receipts	85,813.47
Disbursements	81,155.59
Balance on Deposit June 30, 1965	\$ 7,757.32
BUILDING LOAN FUND	
Balance on Deposit June 30, 1964	\$ 928.58
Receipts	51,613.74
Disbursements	36,009.31
Balance on Deposit June 30, 1965	\$ 56,542.01
EVANGELISM AND HOME MISSIONS FUND	
Balance on Deposit June 30, 1964	\$ 25,704.71
Receipts	21,037.31
Disbursements	
Balance on Deposit June 30, 1965	\$ 4,677.50
LIVELY FUND	
Balance on Deposit June 30, 1964	\$ 8,626.83
Receipts	7,804.19
Disbursements	
Balance on Deposit June 30, 1965	\$ 872.09
PUBLISHING HOUSE	
Balance on Deposit June 30, 1964	\$ 50,822.53
Receipts	1,957,497.38
Disbursements	1,944,231.44
Balance on Deposit June 30, 1965	\$ 64,088.47
EMPLOYEES PENSION FUND	
Balance on Deposit June 30, 1964	\$ 11,733.44
Receipts	27,344.83
Disbursements	44,327.18
Balance on Deposit June 30, 1965	\$ 3,751.13
LEE COLLEGE	
Balance on Deposit June 1, 1964	\$ 72,384.25
Receipts	825,890.52
Disbursements	887,335.11
Balance on Deposit June 1, 1965	\$ 31,318.37

1968 FINANCIAL REPORT
(Minutes, 1968, pp.73,77-78)

Report moved from forepart of Minutes
to a "Statistical" section.

STATISTICS

FINANCIAL REPORT—FOR THE YEAR 1957-58

HOME FOR CHILDREN FUND

Balance on Deposit August 31, 1957	\$ 38,974.54
Receipts	355,459.24
Disbursements	377,709.93
Balance on Deposit August 31, 1958	26,693.85

TITHE FUND

Balance on Deposit August 31, 1957	\$ 66,621.02
Receipts	2,162,804.75
Disbursements	2,162,804.75

Less Appropriations —	605,597.91
25% to General Evangelism	216,284.64
10% to Aged Ministers	43,254.97
2% to Ministers Widows	64,885.48
3% to Disabled Ministers	88,919.98
Home Fund	83,558.77
Radio Fund	17,709.96
LWWB Fund	1,140,214.01

Total Appropriations

1,022,590.74

1,827,573.99

Net Receipts from the Field

2,850,164.73

Disbursements

2,446,490.23

Balance on Deposit August 31, 1958

70,239.52

MISSION FUND

Balance on Deposit August 31, 1957	\$ 449,130.29
Receipts	1,656,220.57
Disbursements	1,760,302.17
Balance on Deposit August 31, 1958	345,048.69

SUNDAY SCHOOL YOUTH FUND

Balance on Deposit August 31, 1957	\$ 37.46
Receipts	103,107.55
Disbursements	103,019.50
Balance on Deposit August 31, 1958	120.41

RADIO FUND

Balance on Deposit August 31, 1957	\$ 449.86
Receipts	130,666.17
Disbursements	130,664.81
Balance on Deposit August 31, 1958	431.22

GENERAL EVANGELISM FUND

Balance on Deposit August 31, 1957	\$ 32,267.87
Receipts	631,811.47
Disbursements	611,569.03
Balance on Deposit August 31, 1958	72,549.29

AGED MINISTERS FUND

Balance on Deposit August 31, 1957	\$ 109,248.42
Receipts	781,020.43
Disbursements	656,203.83
Balance on Deposit August 31, 1958	234,065.02

MINISTERS WIDOWS FUND

Balance on Deposit August 31, 1957	\$ 11,200.02
Receipts	48,173.48
Disbursements	54,563.58
Balance on Deposit August 31, 1958	5,504.92

DISABLED MINISTERS FUND

Balance on Deposit August 31, 1957	\$ 85,511.75
Receipts	78,401.52
Disbursements	153,668.79
Balance on Deposit August 31, 1958	11,246.48

BUILDING LOAN FUND

Balance on Deposit August 31, 1957	\$ 244.30
Receipts	64,007.29
Disbursements	95,225.63
Balance on Deposit August 31, 1958	31,461.64

EVANGELISM AND HOME MISSIONS FUND

Balance on Deposit August 31, 1957	\$ 9,484.02
Receipts	125,590.98
Disbursements	124,940.27
Balance on Deposit August 31, 1958	134.73

LWWB FUND

Balance on Deposit August 31, 1957	\$ 1,099.80
Receipts	19,535.70
Disbursements	17,575.67
Balance on Deposit August 31, 1958	3,459.93

NEGRO AGED MINISTERS FUND

Balance on Deposit August 31, 1957	\$ 1,421.63
Receipts	5,323.18
Disbursements	2,916.00
Balance on Deposit August 31, 1958	3,828.83

PUBLISHING HOUSE

Balance on Deposit August 31, 1957	\$ 19,043.23
Receipts	2,647,646.26
Disbursements	2,814,802.39
Balance on Deposit August 31, 1958	51,887.55

EMPLOYEES PENSION FUND

Balance on Deposit August 31, 1957	\$ 2,284.13
Receipts	102,714.18
Disbursements	87,603.58
Balance on Deposit August 31, 1958	17,394.73

LEE COLLEGE

Balance on Deposit August 31, 1957	\$ 33,803.94
Receipts	1,318,617.86
Disbursements	1,257,501.80
Balance on Deposit June 30, 1958	94,950.00

Upon motion duly made, seconded, and CARRIED, the report was accepted.

1978 FINANCIAL REPORT
(Minutes, 1978, pp. 95-97)

Report method continued, though change had been requested.

STATISTICS

DEPARTMENT OF BENEVOLENCES FUND

Balance on Deposit August 31, 1977	\$ 53,474.16
Receipts	838,435.78
Disbursements	781,793.64
Balance on Deposit August 31, 1978	\$ 143,201.30

TITHE FUND

Balance on Deposit August 31, 1977	\$ 436,907.61
Receipts	
From the Field	\$6,450,654.85
Less Appropriations—	

Aged Ministers	\$ 775,282.18
Disabled Ministers	129,213.70
General Evangelism	1,744,384.91
Ministers' Widows	129,213.70
Ladies Auxiliary	58,673.66
Radio	180,394.31
Youth and	
Christian Education	221,287.00
Evangelism and	
Home Missions	210,692.18
Department of Education	78,614.64
Public Relations	94,992.18
Total Appropriations	\$3,622,751.66

Net Receipts from the Field	2,837,932.89
Other Income	5,385,439.72
Total Net Receipts	\$8,223,372.61
Disbursements	8,227,250.60
Balance on Deposit August 31, 1978	\$ 372,521.12

MISSION FUND

Balance on Deposit August 31, 1977	\$ 344,602.94
Receipts	4,874,624.47
Disbursements	4,143,357.39
Balance on Deposit August 31, 1978	\$1,075,869.02

YOUTH AND CHRISTIAN EDUCATION FUND

Balance on Deposit August 31, 1977	\$ 609.93
Receipts	522,850.81
Disbursements	523,456.13
Balance on Deposit August 31, 1978	\$ 14.63

RADIO FUND

Balance on Deposit August 31, 1977	\$ 39,539.72
Receipts	810,841.77
Disbursements	845,369.76
Balance on Deposit August 31, 1978	\$ 4.73

GENERAL EVANGELISM FUND

Balance on Deposit August 31, 1977	\$ 185,029.41
Receipts	2,048,648.01
Disbursements	2,023,599.93
Balance on Deposit August 31, 1978	\$ 17,077.49

AGED MINISTERS FUND

Balance on Deposit August 31, 1977	\$ 23,232.33
Receipts	3,470,372.23
Disbursements	3,157,223.24
Balance on Deposit August 31, 1978	\$ 356,381.32

MINISTERS WIDOWS FUND

Balance on Deposit August 31, 1977	\$ 51,613.31
Receipts	175,133.83
Disbursements	153,071.13
Balance on Deposit August 31, 1978	\$ 61,132.21

DISABLED MINISTERS FUND

Balance on Deposit August 31, 1977	\$ 9,893.30
Receipts	171,844.94
Disbursements	92,521.23
Balance on Deposit August 31, 1978	\$ 89,056.93

Balance on Deposit August 31, 1977	\$ 60,735.97
Receipts	215,518.66
Disbursements	303,530.40
Balance on Deposit August 31, 1978	\$ 2,714.23

EVANGELISM AND HOME MISSIONS FUND

Balance on Deposit August 31, 1977	\$ 5.00
Receipts	493,037.71
Disbursements	493,934.97
Balance on Deposit August 31, 1978	\$ 138.14

LADIES AUXILIARY FUND

Balance on Deposit August 31, 1977	\$ 3.63
Receipts	125,123.23
Disbursements	122,151.03
Balance on Deposit August 31, 1978	\$ 3,395.64

JACKSONVILLE AGED MINISTERS FUND

Balance on Deposit August 31, 1977	\$ 4,539.18
Receipts	9,472.63
Disbursements	6,215.18
Balance on Deposit August 31, 1978	\$ 7,206.63

PUBLIC RELATIONS FUND

Balance on Deposit August 31, 1977	\$ 936.23
Receipts	122,898.78
Disbursements	113,718.94
Balance on Deposit August 31, 1978	\$ 6,178.99

DEPARTMENT OF EDUCATION FUND

Balance on Deposit August 31, 1977	\$ 7,586.16
Receipts	273,690.41
Disbursements	278,090.97
Balance on Deposit August 31, 1978	\$ 3,272.50

SERVICEMEN'S FUND

Balance on Deposit August 31, 1977	\$ 11,494.59
Receipts	109,311.28
Disbursements	87,232.22
Balance on Deposit August 31, 1978	\$ 23,723.65

SCHOOL OF THEOLOGY

Balance on Deposit June 30, 1977	\$ 43,633.00
Receipts	135,612.00
Disbursements	138,632.00
Balance on Deposit June 30, 1978	\$ 45,613.00

PUBLISHING HOUSE

Balance on Deposit August 31, 1977	\$ 38,435.90
Receipts	7,338,564.44
Disbursements	7,350,023.22
Balance on Deposit August 31, 1978	\$ 197,978.12

EMPLOYEES PENSION FUND

Balance on Deposit August 31, 1977	\$ 3,332.53
Receipts	225,378.97
Disbursements	239,934.71
Balance on Deposit August 31, 1978	\$ 41,997.69

LEE COLLEGE

Balance on Deposit June 30, 1977	\$ 6,154.78
Receipts	439,489.64
Disbursements	431,644.03
Balance on Deposit June 30, 1978	\$ 78.39

1994 FINANCIAL REPORT
(Minutes, 1994, pp. 297,304-308)

1994: Latest method of reporting finances.

STATISTICAL AND
FINANCIAL REPORT

FINANCIAL REPORT

DEPARTMENT OF BENEVOLENCES FUND	
Balance on Deposit August 31, 1993	241,165.24
Receipts	1,231,577.93
Disbursements	1,220,907.72
Balance on Deposit August 31, 1994	251,835.45
TITHE FUND	
Balance on Deposit August 31, 1993	135,283.83
Receipts From the Field	13,350,175.53
Less Appropriations—	
Aged Ministers	1,602,020.75
Disabled Ministers	267,004.14
General Evangelism	1,505,874.39
Ministers Widows	133,501.92
Total Appropriations	3,508,401.26
Net Receipts From the Field	9,841,774.27
Other Income	15,571,438.42
Total Net Receipts	25,413,212.76
Disbursements	25,374,047.98
Balance on Deposit August 31, 1994	174,448.61
GENERAL EVANGELISM FUND	
Balance on Deposit August 31, 1993	213,483.52
Receipts	3,033,773.07
Disbursements	3,183,307.63
Balance on Deposit August 31, 1994	83,948.95
AGED MINISTERS FUND	
Balance on Deposit August 31, 1993	618,064.03
Receipts	9,330,607.47
Disbursements	9,534,285.88
Balance on Deposit August 31, 1994	414,385.62
MINISTERS' WIDOWS FUND	
Balance on Deposit August 31, 1993	4,330.55
Receipts	352,482.38
Disbursements	352,519.55
Balance on Deposit August 31, 1994	14,293.68
DISABLED MINISTERS FUND	
Balance on Deposit August 31, 1993	16,230.18
Receipts	457,020.44
Disbursements	453,517.09
Balance on Deposit August 31, 1994	19,703.53
MINISTERS RETIREMENT FUND	
Balance on Deposit August 31, 1993	1,183,666.50
Receipts	19,436,716.14
Disbursements	18,783,514.98
Balance on Deposit August 31, 1994	1,838,867.65
BUILDING LOAN FUND	
Balance on Deposit August 31, 1993	214,460.93
Receipts	278,519.13
Disbursements	435,016.05
Balance on Deposit August 31, 1994	57,964.05
INSURANCE FUND	
Balance on Deposit August 31, 1993	1,581.02
Receipts	1,666,779.98
Disbursements	1,668,277.37
Balance on Deposit August 31, 1994	83.63
YOUTH AND CHRISTIAN EDUCATION FUND	
Balance on Deposit August 31, 1993	291,242.43
Receipts	3,229,700.84
Disbursements	3,231,030.99
Balance on Deposit August 31, 1994	289,912.28
MEDIA MINISTRIES FUND	
Balance on Deposit August 31, 1993	7,598.34
Receipts	226,904.87
Disbursements	211,657.59
Balance on Deposit August 31, 1994	22,845.62
EVANGELISM AND HOME MISSIONS FUND	
Balance on Deposit August 31, 1993	8,090.32
Receipts	611,266.13
Disbursements	607,115.14
Balance on Deposit August 31, 1994	12,241.29

LADIES MINISTRIES FUND

Balance on Deposit August 31, 1993\$ 118,724.75
 Receipts 956,076.74
 Disbursements 1,058,260.53
 Balance on Deposit August 31, 1994 26,540.96

PUBLIC RELATIONS FUND

Balance on Deposit August 31, 1993\$ 701.67
 Receipts 185,913.41
 Disbursements 183,580.52
 Balance on Deposit August 31, 1994 3,234.56

MINISTRY TO THE MILITARY FUND

Balance on Deposit August 31, 1993\$ 51,147.43
 Receipts 271,164.31
 Disbursements 293,651.79
 Balance on Deposit August 31, 1994 28,659.95

DEPARTMENT OF MINISTERIAL DEVELOPMENT FUND

Balance on Deposit August 31, 1993\$ 118,700.03
 Receipts 524,212.44
 Disbursements 456,878.38
 Balance on Deposit August 31, 1994 186,034.09

STEWARDSHIP FUND

Balance on Deposit August 31, 1993\$ 15,757.51
 Receipts 304,183.69
 Disbursements 318,823.99
 Balance on Deposit August 31, 1994 1,117.21

DEPARTMENT OF LAY MINISTRIES FUND

Balance on Deposit August 31, 1993\$ 15,152.07
 Receipts 624,199.69
 Disbursements 613,526.17
 Balance on Deposit August 31, 1994 25,825.59

CHAPLAINS COMMISSION FUND

Balance on Deposit August 31, 1993\$ 40,404.46
 Receipts 224,635.60
 Disbursements 213,513.76
 Balance on Deposit August 31, 1994 51,726.30

BLACK EVANGELISM FUND

Balance on Deposit August 31, 1993\$ 11,255.75
 Receipts 131,948.00
 Disbursements 143,155.10
 Balance on Deposit August 31, 1994 48.55

CROSS-CULTURAL FUND

Balance on Deposit August 31, 1993\$ 1,756.33
 Receipts 159,908.37
 Disbursements 168,603.06
 Balance on Deposit August 31, 1994 3,061.64

OFFICE OF MINISTERIAL CARE FUND

Balance on Deposit August 31, 1993\$ 57,174.54
 Receipts 671,477.65
 Disbursements 637,166.42
 Balance on Deposit August 31, 1994 41,485.76

DEPARTMENT OF MUSIC MINISTRIES FUND

Balance on Deposit August 31, 1993\$ 327.13
 Receipts 365,623.25
 Disbursements 365,490.47
 Balance on Deposit August 31, 1994 459.91

COMPUTER CENTER FUND

Balance on Deposit August 31, 1993\$ 22,630.99
 Receipts 1,164,941.63
 Disbursements 1,187,412.22
 Balance on Deposit August 31, 1994 160.40

HISPANIC MINISTRIES FUND

Balance on Deposit August 31, 1993\$ 2,476.28
 Receipts 145,963.52
 Disbursements 147,576.70
 Balance on Deposit August 31, 1994 863.10

WORLD MISSIONS FUND

Balance on Deposit August 31, 1993\$ 1,159,199.20
 Receipts 14,050,145.51
 Disbursements 14,039,435.61
 Balance on Deposit August 31, 1994 1,189,849.10

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PUBLISHING HOUSE	
Balance on Deposit August 31, 1993	277,819.00
Receipts	10,923,553.00
Disbursements	10,558,067.00
Balance on Deposit August 31, 1994	343,335.00
EMPLOYEES PENSION FUND	
Balance on Deposit August 31, 1993	333,459.28
Receipts	853,910.37
Disbursements	873,856.80
Balance on Deposit August 31, 1994	313,512.85
LEE COLLEGE	
Balance on Deposit June 30, 1993	975,990.00
Receipts	17,557,956.00
Disbursements	16,655,625.00
Balance on Deposit June 30, 1994	1,881,321.00
SCHOOL OF THEOLOGY	
Balance on Deposit June 30, 1993	294,038.00
Receipts	1,826,944.00
Disbursements	1,744,863.00
Balance on Deposit June 30, 1994	376,119.00

APPENDIX E
CAREER PATHS OF CURRENT MEMBERS
OF THE EXECUTIVE COMMITTEE²

Robert White.	230
Ray H. Hughes	231
Dennis McGuire.	232
Robert Fisher	233
Walter Atkinson	234

²Charts compiled from Vitas on file at the Public Relations Department of the Church of God.

CAREER PATH: GENERAL OVERSEER ROBERT WHITE

(Beginning with last position prior to
first appointment by the Executive Committee)

Beginning the Year:	Position	Method of Selection
1961	Pastor: Bonham, TX	[SA]
1964	State Overseer: Montana & Wyoming	[ECA]
1968	State Overseer: Arizona	[ECA]
1972	State Overseer: West Virginia	[ECA]
1974	Director of General Education Department	[ECA]
1976	Director of World Missions	[Elected]
1980	State Overseer: Alabama	[ECA]
1982	EXECUTIVE COMMITTEE	ELECTED
	1982 Second Assistant General Overseer	
	1984 Second Assistant General Overseer	
1986	President: School of Theology	[ECA]
1988	Assistant Director of World Missions	[ECA]
1990	EXECUTIVE COMMITTEE	ELECTED
	1990 First Assistant General Overseer	
	1994 General Overseer	

[ECA = Executive Committee Appointment]
[SA = State Appointment]

CAREER PATH: FIRST ASSISTANT GENERAL OVERSEER RAY H. HUGHES

(Beginning with last position prior to
first appointment by the Executive Committee)

Beginning the Year:	Position	Method of Selection
1948	Pastor: N Chattanooga, TN	[SA]
1952	General Director of Youth and Christian Education	[ECA]
1956	State Overseer: Maryland/Delaware	[ECA]
1960	President: Lee College	[ECA]
1966	EXECUTIVE COMMITTEE	ELECTED
	1966 Third Assistant General Overseer	
	1968 Second Assistant General Overseer	
	1970 First Assistant General Overseer	
	1972 General Overseer	
1974	State Overseer: Georgia	[ECA]
1976	EXECUTIVE COMMITTEE	ELECTED
	1976 First Assistant General Overseer	
	1978 General Overseer	
	1980 General Overseer	
1982	President: Lee College	[ECA]
1984	President: School of Theology	[ECA]
1986	EXECUTIVE COMMITTEE	ELECTED
	1986 First Assistant General Overseer	
	1988 First Assistant General Overseer	
1990	Independent Evangelist	
1992	EXECUTIVE COMMITTEE	ELECTED
	1992 Third Assistant General Overseer	
	1994 First Assistant General Overseer	

[ECA = Executive Committee Appointment]
[SA = State Appointment]

**CAREER PATH: SECOND ASSISTANT GENERAL OVERSEER
DENNIS McGUIRE**

(Beginning with last position prior to
first appointment by the Executive Committee)

Beginning the Year:	Position	Method of Selection
1978	Pastor: Lake Wire, FL	[SA]
1984	State Overseer: Indiana	[ECA]
1986	State Overseer: Texas	[ECA]
1989	State Overseer: Western North Carolina	[ECA]
1990	Assistant Director, Evangelism/Home Missions	
[Elected]		
 1994	 EXECUTIVE COMMITTEE	 ELECTED
	1994 Second Assistant General Overseer	
	[ECA = Executive Committee Appointment]	
	[SA = State Appointment]	

CAREER PATH: THIRD ASSISTANT GENERAL OVERSEER ROBERT FISHER

(Beginning with last position prior to
first appointment by the Executive Committee)

Beginning the Year:	Position	Method of Selection
1960	Pastor: Fresno, CA	[SA]
1967	State Overseer: Hawaii	[ECA]
1974	State Overseer: Maryland/Delaware	[ECA]
1976	General Education Director	[ECA]
1984	State Overseer: North Georgia	[ECA]
1988	State Overseer: Western North Carolina	[ECA]
1989	EXECUTIVE COMMITTEE	ELECTED
	1989 General Secretary-Treasurer	
	1990 Third Assistant General Overseer	
	1992 General Secretary-Treasurer	
	1994 Third Assistant General Overseer	

[ECA = Executive Committee Appointment]

[SA = State Appointment]

CAREER PATH: GENERAL SECRETARY-TREASURER WALTER ATKINSON

(Beginning with last position prior to
first appointment by the Executive Committee)

Beginning the Year:	Position	Method of Selection
1973	Pastor: Anderson, SC	[SA]
1980	State Overseer: Mississippi	[ECA]
1984	Pastor: North Cleveland, TN	[SA]
1988	Director of Media Ministry	[ECA]
1989	State Overseer: Kentucky	[ECA]
1991	State Overseer: Alabama	[ECA]
1994	EXECUTIVE COMMITTEE 1994 Secretary-Treasurer	ELECTED

[ECA = Executive Committee Appointment]
[SA = State Appointment]

APPENDIX F**GROUPING OF STATES BY SIZE ACCORDING TO MEMBERSHIP**

Group - Five Star Membership: 50,000 +
 Georgia - Northern Florida - Tampa

Group - Four Star Membership: 25,000 +
 Tennessee North Carolina - Western
 Alabama Georgia - Southern
 South Carolina Texas

Group - AAA Membership: 15,000 +
 Virginia California/Nevada
 Kentucky Michigan
 North Carolina - Eastern Florida - Cocoa
 Ohio - Northern West Virginia
 Ohio - Southern Mississippi
 Delmarva³

Group - AA Membership: 8,000 +
 Pennsylvania Illinois
 New York Pacific Northwest
 Indiana Louisiana
 Spanish - N. Eastern

Group - A Membership: 4,000 +
 Oklahoma Spanish - South Western
 Arkansas Spanish - South Central
 New Jersey Southern New England
 Missouri Eastern Canada - Ontario
 Great Lakes Region Rocky Mountain Region

Group - B Membership: 2,000 +
 Arizona New Mexico
 Spanish S. Eastern USA North Central Region
 Northern New England Iowa/Nebraska
 Kansas Spanish - North Central
 Alaska Hawaii
 Canada - Quebec/Maritimes

Group - C Membership: 1,000 +
 Indian Ministries, S.W. Western Canada
 Romanian Territorial Off. Minnesota

Group - D Membership: Under 1,000
 Spanish - North Western

³Delaware, Maryland, Eastern Shore of Virginia

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