

C O N F I D E N T I A L

A Report to President Charles E. Bradford

AN ANALYSIS OF THE McBRIDE SURVEY  
OF ADMINISTRATIVE & DEPARTMENTAL ATTITUDES TOWARD  
THE SERVICES AND PRODUCTS OF THE NORTH AMERICAN DIVISION

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On April 19, 1990, the North American Division Administration (NADA) assigned us the task of reviewing the data from the McBride Study regarding services and products provided by the NAD and put it in a form that would be most easily understood and useful to the NAD staff. We were also asked to make recommendations to NADA regarding how it should respond to the McBride Study.

### Data Analysis

We were given computer printouts of some of the data resulting from the "Evaluation of North American Division Services, Staff and Departments" (yellow questionnaire) conducted by Dr. Duane McBride at Andrews University. Approximately 1,000 questionnaires were sent to union conference and local conference officers, department heads and associate directors, as well as the CEO and CFO of each of the hospitals, colleges, universities and publishing houses in the NAD. A total of 549 questionnaires were returned, a response rate of 50% to 55%.

The printout we were given included the evaluation of services and products, not personnel. It is pages 17-217 of a report generated on SPSS/PC+ software in Dr. McBride's office, and displays for each service and product the actual number and percentage of responses to each of the four choices available:

Definitely eliminate	1
Eliminate unless improved	2
Retain but improvement needed	3
Definitely retain	4

After discussion of several ways in which to display the data so that it can be best understood and utilized by the NAD staff and decision-makers, we decided to use the following approach.

Each service/product within each department was placed in one of three categories and then placed in rank order within the category. The three categories are:

#### 1. Retain

If the majority of respondents said, "Definitely retain" a service or product, it is included in this category. Specifically, if the percentage response to value 4 (Definitely Retain) is 50% or greater, the item was placed in the first category and the percentage response to value 4 was displayed.

#### 2. Improve

If the majority of respondents said, "Retain but improve" or "Eliminate unless improved" a product or service, it is included in this category. Specifically, if the sum of percentage responses to values 2 and 3 is 50% or greater, the item was

placed in the second category and the sum of percentage responses to values 2 and 3 was displayed.

### 3. Possibly Eliminate

If no majority exists as explained in the first two categories, then the product or service is included in this final category. Specifically, if an item fails tests one and two described above, it was placed in category three and the sum of percentage responses to values 1 and 2 was displayed. In some cases as many as 49% of the respondents had still indicated they wished to "definitely retain" this product or service. In some cases as many as 79% had selected responses 4 or 3.

We believe that this provides a way for NAD administration and departmental leadership to focus on (a) strong points they can build on in serving the field, (b) areas where improvement is needed but no thought should be given to cuts, and (c) areas where cuts could be made if they are necessary.

This analysis of the data is displayed department by department, starting on page 5 of this report.

## Findings

In no case did a majority of the respondents agree to eliminate any particular service or product. In fact, the percentage of respondents indicating "definitely eliminate" in response to all of the products and services listed is very small. In most cases as few as a dozen individuals gave this response. This clearly portrays an attitude of wanting more service for less cost. The primary issue is the productivity of the NAD staff, not unnecessary or unwanted services.

The major attitude portrayed in this survey is not that administrators and staff want major cuts in the NAD staff or services, but that they want the NAD staff to be more productive and efficient in the delivery of services. Professional and "white collar" productivity is a relatively new area of management science, but great strides toward understanding it have been made in recent years. Unfortunately, few of the systems and procedures around the GC complex are based on these new approaches. In general, out-moded organizational processes, especially in the area of information and communication systems, predominate here.

In fact, the GC has become much like a union shop factory. Each small item in the "assembly" of products and services has been "assigned" to some work unit, and turf is jealously guarded. Each work unit will only do the limited functions it has traditionally been assigned and usually refuses to deviate from that narrow function. Each work unit usually refuses to allow other work units to do things it perceives as its own, even if it would make for greater productivity. Long "assembly lines" with many organizational units participating in narrow functions

create expense, discourage productivity and innovative solutions to problems, and encourage a lack of communication and collaboration among staff.

A simple example of this is that when conference or institutional staff persons call the NAD office asking for a piece of information or a particular service, they are almost always shuffled from place to place before someone really helps them. If all of the information and services of the NAD were "common property," then almost anyone fielding a call could provide at least a partial response to the request. Less staff time would be spent forwarding, screening and returning calls. The field would perceive us as more responsive and productive.

There is considerable opportunity for sharp increases in productivity if many of the internal service units are done away with, organizational units of broader scope are created, and particular projects are assigned to small, interdepartmental teams. This is the "quality circle" concept which Japanese industry has introduced in North America and is the basis of major increases in productivity in business and professional organizations.

### Recommendations

1. In addition to this report, the data on the perceptions of NAD services and products of each department should be given to each NAD department head. Much fear will be diminished and a great deal of understanding will be gained when the staff is able to see how many respondents did not evaluate each item, and the exact numbers that responded to each of the four choices. There is nothing in the data that is so sensitive that the staff should not see it. The withholding of data makes the entire process of evaluation more emotional and political than is effective or necessary.

2. Until it is clear what decisions are made relative to division and GC staffing and budget, it would be well for NAD departments and administration to focus more on the services and products needing improvement than on those that could possibly be eliminated. This would respond to the perceived desire in the survey to increase productivity and services without increased cost.

3. There is a need for each department to prepare a "briefing book" with a page for each of the services and products listed in the McBride questionnaire so that background data on each item is available to the incoming NAD president in July. This will provide a balanced picture upon which to make decisions about what to keep and what to eliminate, as well as a more rational planning and budgeting process.

4. Copies of this "briefing book" should be made available to the entire NAD staff, and updated regularly, so that everyone has access to basic information on all services and products of all departments. This would facilitate communication and build teamwork in the NAD staff.

## ADVENTIST CHAPLAINCY MINISTRIES

**Retain - Majority of respondents said, "Definitely retain."**

- 71 B6. Assist SDAs in United States military who encounter problems because of their religious convictions.
- 62 B11. Conduct annual retreat or campmeeting for U.S. servicepersons in Europe.
- 59 B8. Operate 3 servicemen's centers (Germany, Korea & Okinawa).
- 57 B5. Advise members and denominational leaders regarding military service, noncombatancy, and related issues.
- 56 B9. Manage 3 civilian chaplains for SDAs in U.S. military.
- 54 B7. Publish quarterly For God and Country.
- 53 A4. Advise division leaders regarding military service, noncombatancy, and other issues involving SDA youth.
- 53 B2. Recruit, screen, select, endorsing and place pastors interested in specialized chaplaincy programs.
- 52 A5. Publish quarterly The Adventist Chaplain.
- 51 B10. Promote Servicemen's Fund Offering.
- 50 A1. Coordinate and give support to Division-selected ACM representatives for health care, correctional, campus and military chaplains.
- 50 B1. Coordinate military, health care, correctional, U.S. Department of Veterans Affairs and industrial chaplains

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

- 54 A2. Provide counsel and training for recruiting, endorsing and placement of pastors in specialized chaplaincy.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 18 B3. Organize and provide staff support for SDA chaplaincy professional groups ("chapters").
- 19 B4. Conduct annual training conference.
- 25 A3. Assist division leaders in organizing chaplaincies.

## ADVENTIST-LAYMEN'S SERVICES AND INDUSTRIES

**Retain - Majority of respondents said, "Definitely retain."**

- 66 B2. Manage the annual ASI convention.
- 65 B3. Maintain ASI Board minutes.
- 60 B4. Publish the ASI NEWS.
- 60 B5. Collect dues and maintain membership list.
- 58 B1. Provide staff support for the ASI Board.
- 58 B6. Prepare ASI financial statements.
- 56 A1. Distribute ASI NEWS to division offices and colleges.
- 56 B7. Do the general accounting for ASI.
- 55 A2. Provide information to groups and individuals interested in establishing ASI in divisions other than NAD.
- 54 B8. Handle correspondence for ASI officers.
- 54 B9. Assist Unions in organizing ASI chapters.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 26 B10. Assist Unions in conducting chapter conventions.
- 11 B11. Assist Unions in recruitment of members.

## BOARD OF HIGHER EDUCATION

**Retain - Majority of respondents said, "Definitely retain."**

- 67 11a. Participate in professional meetings for NAD College and University Presidents, Chancellors, and Provosts.
- 67 12. Coordinate the selection and awarding of Zapara Excellence in Higher Education Awards.
- 63 13a. Conduct studies and evaluations as requested by the BHE.
- 63 13b. Conduct studies and evaluations as requested by NAD Officers or NADCOM.
- 59 11b. Participate in professional meetings for the NAD College and University Finance Officers.
- 58 11c. Participate in professional meetings for the NAD College and University Recruitment and Marketing Officers.
- 56 13c. Conduct studies and evaluations as requested by Institutions within the system.
- 55 5. Advise division leadership in the development of the education budget.
- 54 7. Collect, analyze and publish a yearly statistical report on the Adventist education system (K-12 and higher education).
- 54 15. Manage Adventist Colleges Abroad, a program which allows students from colleges and universities in the NAD to study for a year in Adventist schools outside the NAD.
- 53 2. Provide consultation as requested to institutions and their officers within the system.
- 52 16a. Coordinate the writing, publication, and dissemination of the Project Affirmation Master Plan Report for NAD education, K-12, and higher.
- 51 16b. Arrange for the training of and provision of materials for Project Affirmation facilitators so that they may be able to conduct vision-to-action planning sessions in local conferences.
- 51 6. Provide a clearinghouse for information on trends, needs and activities of Adventist higher education.
- 50 3. Serve as liaison with and advocate for the system in NAD and GC headquarters.
- 50 16e. Coordinate information collection and analysis for the four Project Affirmation task forces.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

- 52 1. Coordinate the strategic planning process for the Adventist higher education system in North America.
- 52 10. Recommend or approve the establishment of new and the closure of existing educational programs at Adventist colleges and universities in North America.
- 52 14. Develop and coordinate a strategy for the marketing of Adventist colleges and universities.

Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."

- 36 16f. Conduct vision-to-action planning sessions in local conferences and schools.
- 22 4. Develop and disseminate policies and standards for Adventist colleges and universities.
- 22 16c. Coordinate and arrange for marketing seminars for elementary and secondary schools in union and local conferences.
- 22 16d. Coordinate the writing, publication, and dissemination of Project Affirmation materials and manuals to facilitate the renewal of education K-university.
- 17 8. Conduct institutional research as directed by the board and division leadership.



## CHURCH MINISTRIES DEPARTMENT

**Retain - Majority of respondents said, "Definitely retain."**

- 64 2c. Produce Church officers handbook (Ministry Descriptions).
- 57 2a. Produce Celebration; church officers journal for NAD.
- 54 1j. Produce resource materials and training systems for Task Force volunteers & student missionaries.
- 53 17. Provide staff support for the NAD Missions AV Editorial Committee which oversees the production of mission audio-visuals such as "Mission Spotlight," videos, etc.
- 52 1h. Produce resource materials and training systems for Pathfinder Clubs.
- 52 2b3 Produce Children's Mission Discovery Kit.
- 52 7. Represent the denomination on certain inter-denominational committees, such as a) the Inter-Faith Disaster Coordinating Committee, b) Christian Camping Association, etc.
- 51 2e. Produce NAD Resource Catalog.
- 50 2b4 Produce Junior/Earliteen Mission Discovery Kit.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

- 67 1d. Produce resource materials and training systems for Family Life Ministries.
- 66 1p. Produce resource materials and training systems for Adult SS Teacher Training.
- 65 1r. Produce resource materials and training systems for Reclaiming missing members.
- 65 1x. Produce resource materials and training systems for New member assimilation.
- 63 1k. Produce resource materials and training systems for Secular Campus Ministries.
- 62 1q. Produce resource materials and training systems for Small group ministries.
- 61 1b. Produce resource materials and training systems for Prison Ministries.
- 61 1c. Produce resource materials and training systems for Lay evangelism & personal witnessing.
- 61 1f. Produce resource materials and training systems for Stewardship education.
- 60 1e. Produce resource materials and training systems for Ingathering.
- 59 1w. Produce resource materials and training systems for Video Bible studies & doctrinal videos.
- 58 1a. Produce resource materials and training systems for Community Services Centers and projects.
- 58 1g. Produce resource materials and training systems for Teen ministries (AYS etc.).

- 56 1m. Produce resource materials and training systems for Children's Ministries.
- 55 1i. Produce resource materials and training systems for Adventurer Clubs (pre-Pathfinders).
- 55 10. Provide staff support for the NAD Materials Development & Marketing Committee.
- × 54 11. Produce resource materials and training systems for Campus Ministries (SDA Colleges).
- 53 1n. Produce resource materials and training systems for Local church budgeting & building projects.
- 53 2g. Produce Campmeeting children's SS helps.
- 53 2b5. Produce Sabbath School Workshop video (quarterly).
- 52 4. Liaison with 14 "acceptable" independent ministries or parachurch organizations such as Adventist Singles Ministries, Adventist Marriage Encounter, etc.
- 52 6. Provide orientation for new union departmental staff.
- 52 9. Train and accredit church growth consultants for local conference staffs.
- 52 22. Provide advanced training in program development, grantsmanship, recruiting volunteers and management skills for directors of large Community Service Centers, prison ministries, homeless shelters, van ministries and inner city programs.
- 51 2b1 Produce Cornerstone youth SS and AYS materials.
- 50 2b2 Produce Teen Plus Earliteen SS lesson materials.

Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."

- 42 8. Provide a facilitator/consultant for strategic planning sessions for local conference committees upon request.
- 35 29. Provide a computer Bulletin Board Service for youth and young adult ministries.
- 33 20. Coordinate the new Church Information System. (Random sampling of church members as partial replacement for the traditional statistical reports turned in by each member.)
- 33 23. Coordinate inspection & accreditation of youth camps.
- 32 31. Publish a yearly directory of all of the personnel involved in Church Ministries in local and union conferences and related organizations to facilitate networking among CM professionals.
- 30 25. Provide staff support for the NAD Camping Committee.
- 28 2h. Produce Offertory readings.
- 28 2j. Produce a Directory of Christian Family Counselors.
- 28 11. Provide stewardship consultants to union and conference administrations on request.
- 28 15. Provide staff support for the NAD Prison Ministries Advisory Council.
- 27 2d. Produce Information bulletins for union and conference CM staff.
- 26 3. Organize NAD Church Ministries Conventions (in-service training & up-dating for conference and union staff).

- 26 19. Manage NAD-ADRA Domestic Hunger and Poverty project. (Research and development in community services.)
- 25 12. Provide training seminar for local conference stewardship personnel in principles & methods.
- 25 28. Organize annual meeting of SDA College campus chaplains, student religious activities leaders and college church senior pastors.
- 24 5d. Set up Databases for Future specialized, division-wide information needs.
- 24 5b. Maintain Database of Christian family counselors.
- 23 10. Produce resource materials and training systems for Summer camping.
- 23 2i. Produce Special day packets such as Pathfinder Day, etc.
- 23 5a. Maintain Database of Speakers for family life & other specialized areas.
- 23 21. Studies of trends within the church such as, the impact of Baby Boomers, the church dropout problem, giving patterns, etc.
- 22 14. Oversee the missionary magazine promotional campaigns for SIGNS OF THE TIMES, MESSAGE and EL CENTINELLA.
- 22 27. Maintain database of and standards for approved teen mission trips.
- 21 16. Manage the NAD-ADRA disaster relief program.
- 20 1t. Produce resource materials and training systems for AY Classwork.
- 20 13. Manage the promotion/information dissemination for world mission and NAD offerings.
- 20 30. Compile and maintain a master list of Adventist young adults who are attending secular universities and mail them special literature twice a year as well as make list available to conferences, local churches, etc.
- 19 24. Provide staff support for the NAD Pathfinder Council.
- 18 2f. Coordinate Church Ministries Book Series of "how-to" books published with R&H and PPPA. First book in series--Finding His Lost Sheep.).
- 17 1u. Produce resource materials and training systems for AY Honors.
- 17 18. Manage NAD-ADRA refugee program. (When a refugee identifies him/herself as an SDA the U.S. and Canadian governments asks the NAD to find a local church to serve as a sponsor of the refugee.)
- 16 1v. Produce resource materials and training systems for Master Guide program.
- 15 26. Coordinate recruitment and placement of Taskforce workers (student volunteers).
- 14 1s. Produce resource materials and training systems for Vacation Bible Schools.

## COMMUNICATION DEPARTMENT

**Retain - Majority of respondents said, "Definitely retain."**

- 61 7. Coordinate the Adventist Radio Network (college stations).
- 57 5. Represent the denomination in the Religious Public Relations Council.
- 57 9. Supply monthly tape to Ecumedia news service for broadcast to their 300 subscriber stations.
- 56 6. Direct community relations in the area of the GC office.
- 54 3. Represent the denomination in the communication and broadcasting committees of the National Council of Churches.
- 54 4. Represent the denomination in Religion in American Life.
- 53 2. Prepare news releases on significant church events for networks and wire services.
- 52 8a. Produce Dateline Religion (religious news) for ARN stations.
- 51 8b. Produce Dialog (current issues) for ARN stations.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

- 51 10. Conduct seminars for conference and local church communication secretaries, and pastors.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 37 1. Supply a monthly packet of news stories which can be adapted local church use.
- 30 11. Oversee demographic studies for media ministry.
- 20 12. Provide special-event programming to television networks.

## K-12 BOARD OF EDUCATION

**Retain - Majority of respondents said, "Definitely retain."**

- 79 9a. Supervise the writing and publication of Adventist textbooks for Bible and religion.
- 73 9c. Supervise the writing and publication of Adventist textbooks for Elementary reading.
- 68 9b. Supervise the writing and publication of Adventist textbooks for Science.
- 68 9e. Supervise the writing and publication of Adventist textbooks for Health education.
- 68 15. Promote the concept and philosophy of Christian education.
- 65 7. Coordinate the selection and development of textbooks, teacher's manuals and other instructional materials for each grade level and subject.
- 64 13. Develop and coordinate the implementation of teacher certification policies.
- 63 14a. Conduct studies and evaluations as requested by NAD Officers or Committee.
- 61 12. Coordinate the selection and awarding of Zapara Excellence in Education Awards to secondary and elementary personnel.
- 60 6. Provide coordination of the development of curriculum materials at the union level to avoid duplication of effort.
- 59 1. Coordinate the strategic planning process for the elementary and secondary elements of the Adventist school system in North America.
- 59 5. Develop, publish and revise the curriculum for K-12 Adventist education. (This includes curriculum guides for each grade level and subject.)
- 59 14b. Conduct studies and evaluations as requested by Union conferences.
- 58 17a. Develop and publish resource materials for Union education directors.
- 57 2. Develop and disseminate policies and standards for Adventist elementary and secondary schools.
- 56 9d. Supervise the writing and publication of Adventist textbooks for Elementary social studies.
- 56 3. Advise division leadership in the development of the education budget.
- 56 8. Coordinate the selection of textbooks not published by NAD.
- 55 16. Develop and coordinate a strategy for the marketing of Adventist schools.
- 54 4. Provide a clearinghouse for information on trends, needs and activities of Adventist elementary and secondary education.
- 54 11a. Conduct occasional in-service training events and professional meetings for Secondary administrators.
- 52 17b. Develop and publish resource materials for Union boards of education.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

- 51 11c. Conduct occasional in-service training events and professional meetings for Elementary administrators.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 33 14c. Conduct studies and evaluations as requested by Local conferences.
- 32 11d. Conduct occasional in-service training events and professional meetings for Elementary teachers.
- 31 17f. Develop and publish resource materials for School boards.
- 28 14d. Conduct studies and evaluations as requested by Institutions.
- 28 17d. Develop and publish resource materials for Conference boards of education.
- 26 11b. Conduct occasional in-service training events and professional meetings for Secondary teachers.
- 26 17e. Develop and publish resource materials for School principals.
- 26 17g. Develop and publish resource materials for Home & School Associations.
- 24 10. Conduct a Harvest 90 Project to encourage student and teacher involvement in service, witnessing and Adventist heritage.
- 23 17c. Develop and publish resource materials for Local conference school superintendents.
- 23 18. Publish a newsletter for NAD education personnel.

## HEALTH AND TEMPERANCE DEPARTMENT

**Retain - Majority of respondents said, "Definitely retain."**

- 58 7c. Provide resource materials for Breathe-free Plan to Stop Smoking.
- 51 19. Represent NAD on GC committees for prevention of illness and promotion of health.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

- 55 7j. Provide resource materials for materials to educate new church members.
- 52 7i. Provide pamphlets and tracts on health and temperance.
- 51 7f. Provide resource materials for fitness workshops.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 55 10. Conduct seminars about professional nursing.
- 50 9. Provide consultant services to SDA hospitals and health care organizations regarding professional nursing.
- 44 3. Provide executive director for Council of Nurse Executives (CONE).
- 43 18. Counseling with individuals in relation to nursing, nursing education, and nursing and health issues.
- 42 8. Promote professional nursing and quality nursing care.
- 42 11. Recruit nurses for SDA schools of nursing and AHS.
- 40 12. Represent SDA nurses in policy-making processes of NAD.
- 39 4. Provide executive director for Commission on Nursing Education (CONED).
- 37 17. Problem solving with vice-presidents of nursing and deans of nursing education.
- 36 22c. Provide staff support for NAD Women's Commission
- 35 1. Provide leadership for SDA health professionals.
- 35 22d. Liaison with Women's Ministry Advisory.
- 34 2. Provide executive director for ASDAN (Association of Seventh-day Adventist Nurses).
- 34 14. Publish ASDAN Forum and other nursing publications.
- 33 22a. Liaison for women's groups within NAD.
- 32 21. Provide in-service education for union and local conference Health-Temperance directors.
- 32 22b. Sterndale member of North American Division Administration (NADA).
- 29 6. Coordinate the Adventist Health Network.
- 28 13. Represent the denomination in nursing and health organizations.
- 27 16. Encourage health education and nursing leadership among SDA nurses in health care organizations.

- 26 20. Provide orientation for new union Health-Temperance directors.
- 23 5. Manage the American Health and Temperance Society.
- 22 15. Cooperate with the Department of Education in the advancement of nursing education and career counseling.
- 19 7g. Provide resource materials for weight control programs.
- 16 7h. Provide resource materials for health screening programs.
- 15 7e. Provide resource materials for stress reduction seminars.
- 14 7b. Provide drug education materials for Pathfinder Club events.
- 13 7a. Develop resource materials for Youth-to-Youth Conferences.
- 13 7d. Provide resource materials for nutrition seminars and cooking schools.



## MINISTERIAL ASSOCIATION

**Retain - Majority of respondents said, "Definitely retain."**

- 61 17. Encourage strong prayer emphasis for Harvest 90.
- 57 1. Facilitate and set an example for public evangelism.
- 57 2. Be a resource person and coordinator for union ministerial secretaries and evangelists.
- 56 12. Conduct evangelism field schools.
- 55 9. Participate in Union Ministerial Advisory Councils.
- 55 20. Coordinate continuing education for pastors, including the work of the AU Center for Continuing Education for Ministry.
- 54 3a. Provide resource materials for public evangelism and the work of union ministerial secretaries, such as the Evangelism and church growth manual.
- 52 16. Serve as Harvest 90 Coordinator for the NAD.
- 51 8. Conduct occasional NAD Evangelism Councils.
- 50 3b. Publish Real Truth Bible Lessons.
- 50 19. Provide a clearinghouse for successful soul-winning programs.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 40 14. Serve as NAD Caring Church Coordinator.
- 40 15. Assist in conducting Caring Church Seminars.
- 38 3e. Publish the Caring Church foldout.
- 37 3f. Produce Caring Church slide/tape program and overheads.
- 34 5. Monitor and coordinate personnel for evangelism.
- 34 10. Publish NAD Harvest 90 Newsletter.
- 31 4. Monitor and Coordinate financial resources for public evangelism.
- 30 3d. Publish Caring Church Manual.
- 30 6. Publish Idea Exchange for the union ministerial secretaries.
- 29 3c. Publish the Real Truth Tracts.
- 27 7. Conduct annual NAD Ministerial Council.
- 19 11. Assist in processing requests for evangelism funds.
- 19 13. Conduct seminars on evangelism and church growth.
- 19 18. Coordinate the evaluation of church growth concepts, tools, and materials.

## MULTILINGUAL MINISTRIES

**Retain - Majority of respondents said, "Definitely retain."**

- 70 3a. Coordinate the production of non-English Sabbath School quarterlies.
- 70 6. Publish Shabbat Shalom magazine.
- 60 3b. Coordinate the production of books for witnessing.
- 60 3c. Coordinate the production of evangelistic materials.
- 58 3e. Coordinate the production of Russian Week of Prayer readings.
- 56 3d. Coordinate the translations of program materials.
- 56 4. Subsidize and coordinate the publication of missionary magazines in French, Hungarian, Korean, and Romanian.
- 54 1. Coordinate ministries to non-English-language minority groups, the deaf, Jews, and Native Americans.
- 54 12. Speak at specialized Bible conferences and camp meetings.
- 53 11a. Provide staff support for the Multilingual Ministries Committee.
- 51 5. Subsidize and coordinate the production of Voice of Prophecy foreign language correspondence courses.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 52 19. Respond to requests from individual church members.
- 39 16. Stocks for resale books and materials.
- 36 18. Represents the NAD at church dedications, celebrations and special occasions among minority constituencies.
- 35 7. Subsidize one Jewish-Adventist pastor.
- 30 13. Hosts visits to GC office by representatives from constituent groups.
- 29 9. Subsidize and supervise 2 deaf pastors and 1 coordinator.
- 29 21. Promote fund raising for Jewish work.
- 26 8. Subsidize and supervise 2 Native American coordinators.
- 26 15. Provide information about minority groups.
- 24 11c. Provide support staff for the Hispanic Education Subcommittee.
- 23 14. Assists various groups in organizing activities by supplying mailing lists, support services and promotional materials.
- 21 10. Subsidize 9 Native American institutions and projects.
- 19 2. Represent non-English language minority groups, the deaf, Jews, and Native Americans in NAD decision-making.
- 19 17. Gather and provide information about ministries to non-English-language minority groups, the deaf, Jews, and Native Americans.
- 19 22. Plan and implement NAD Hispanic Evangelism Council.

- 18 20. Conduct seminars on working with Jewish people.
- 17 11b. Provide support staff for the Hispanic Advisory Committee.

## NARCOTICS EDUCATION INCORPORATED

**Retain - Majority of respondents said, "Definitely retain."**

- 76 1a. Publish and market Listen magazine for teens.
- 69 1b. Publish and market Winner magazine for juniors.
- 65 1c. Publish and market Teaching Guides and other helps for classroom use.
- 62 2c. Produce Halloween issue of Winner for Pathfinder Clubs.
- 61 2b. Produce VBS Special Issue of Winner.
- 61 2f. Produce Breathe-free Plan to Stop Smoking.
- 60 2e. Produce drug education materials for Pathfinder Club events.
- 60 5. Provide marketing and order fulfillment of health education materials through The Health Connection Catalog and toll-free 800 phone ordering.
- 59 2d. Produce materials for Youth-to-Youth Conferences.
- 58 3. Serve as a not-for-profit, tax-exempt agency to conduct a national drug and alcohol prevention program for the Adventist Church in the U.S.
- 55 2a. Produce Operation Firefight; a flexible community drug-awareness prevention program consisting of 6 Management Modules and 9 Curriculum Units.
- 55 4. Sell SDA health education materials to non-SDA organizations such as public schools, military, etc.
- 54 11. Coordinate and assist unions in conducting Youth-to-Youth drug prevention events & leadership training.
- 52 2g. Produce nutrition seminars and cooking schools.
- 51 8. Manage a film library of health education videos and films for rental by local churches and schools.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 34 7. Conduct teacher training in primary drug prevention for public school districts.
- 30 10. Conduct training for local conferences for their church Health and Temperance leaders.
- 19 2h. Produce stress reduction seminars.
- 18 2i. Produce fitness workshops.
- 18 2j. Produce weight control programs.
- 17 2k. Produce health screening programs.
- 15 2m. Produce pamphlets and tracts.
- 15 6. Conduct teacher training in primary drug prevention to union and conference teacher conventions.

- 13 2n. Produce materials to educate new church members.
- 11 9. Coordinate a network of affiliated agencies that provide primary prevention drug education services.

## OFFICE OF HUMAN RELATIONS

**Retain - Majority of respondents said, "Definitely retain."**

- 55 13a. Provide staff support for the Human Relations Advisory Committee.
- 52 2. Conduct human relations workshops and seminars.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 53 5d. Provide consultant and mediator services to Local churches.
- 46 4. Provide a talent bank to expand opportunities for minorities in the church and its institutions.
- 46 18. Coordinate Brotherhood Week each year.
- 39 5b. Provide consultant and mediator services to Local conferences.
- 39 14. Oversee the Center for Human Relations at AU.
- 36 5c. Provide consultant and mediator services to Institutions.
- 35 10. Provide a liaison to social activists and concerned groups within the NAD constituency.
- 32 11. Conduct statistical and demographic research.
- 30 15. Oversee the Handicapped Non-discrimination Program.
- 29 7. Develop methods whereby the church can affirm the unique differences of individuals and provide an organizational framework to bridge those differences.
- 28 3. Collect and produce resource materials.
- 28 6. Assist administrators in understanding cross-cultural issues.
- 26 1. Clarify the denomination's theological position in regard to racial, cultural, and sex role relationships.
- 26 8. Create an organizational environment that enables minorities to feel that they are part of the church.
- 26 17. Develop and implement a mechanism for utilizing the expertise of business and behavioral science professionals in problem-solving for the denomination.
- 25 12. Develop a preventive approach to human relations problems.
- 24 9. Provide information to administrators regarding prevailing social problems in North America and recommendations about solutions.
- 23 5a. Provide consultant and mediator services to Unions.
- 21 16. Assist in administering the Conciliation procedures.
- 20 13c. Provide staff support for the Human Services Committee.
- 19 13b. Provide staff support for the NAD Women's Commission.

## PHILANTHROPIC SERVICE FOR INSTITUTIONS

**Retain - Majority of respondents said, "Definitely retain."**

- 78 2. Provide matching grants and consultant services to higher education through the Business Executives' Challenge to Alumni (BECA) program.
- 74 1. Provide matching grants and consultant services to secondary education through the Academy Alumni Advancement program.
- 69 3. Provide matching grants and consultant services to health care institutions through the Hospital Development Fund.
- 65 19. Encourage philanthropic endeavors by Adventist institutions.
- 65 21. Provide professional services without significant investment of NAD funds.
- 61 20. Work with development officers and CEOs to foster the concept of philanthropy among the institutions' publics.
- 58 4a. Publish Accent Publications.
- 57 12. Provide on-site consultations as requested by institutions.
- 56 7. Provide a clearinghouse for information on philanthropy, fund raising and development.
- 55 5. Conduct a yearly Conference on Philanthropy.
- 55 9. Document overall voluntary support for Adventist institutions.
- 54 4e. Publish Philanthropic Dollar (monthly).
- 54 13. Provide presentations to boards as requested by institutions.
- 54 14. Provide program audits as requested by institutions.
- 54 16a. Encourage the recruitment and training of development and fund raising personnel through the STEP/UP Employment program.
- 52 4c. Publish STEP/UP News.
- 52 10. Assist institutions in development goal setting.
- 53 18. Provide information on selected topics on request.
- 51 4b. Publish Class Agent News & Progress.
- 50 11. Operate a lending library of professional books and tapes for development officers and institutional administrators.
- 50 16b. Encourage the recruitment and training of development and fund raising personnel through Professional Enrichment Scholarships.
- 50 17. Provide research assistance for finding sources of funding and the writing of proposals and case statements.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 45 8. Document the United Way giving of employees of Adventist institutions.
- 34 4d. Produce the Philanthropy Page-A-Day Calendar.

- 30 4f. Publish Philanthropic Report for health care institutions.
- 29 6. Conduct a yearly Dinner for Philanthropy.
- 26 15. Provide assistance in developing proposals and concepts through the Sounding Board Network.
- 25 16c. Encourage the recruitment and training of development and fund raising personnel through the Role Model Program.



## PRESIDENTIAL

**Retain - Majority of respondents said, "Definitely retain."**

- 78 A1. Participate with other division presidents in the leadership and policy-making processes of the denomination.
- 69 B3. Chair NADCOM, NADA and other standing committees.
- 69 B7. Lead in the development of policies for the NAD.
- 66 B1. Provide spiritual and visionary leadership in developing and communicating plans and strategies for the accomplishment of the mission of the Church in the North American Division.
- 64 B4. Chair assigned committees.
- 64 B8. Provide leadership for the resolution of major administrative and financial challenges.
- 63 B2. Chair boards of major NAD institutions.
- 62 B6. Provide leadership in the resolution of significant theological issues and other conflicts.
- 61 B5. Serve on all major committees of the GC.
- 51 A2. Because the GC headquarters is located in the NAD territory and the historic relationship between the NAD and GC, the presidential staff also gives more time than do other division presidents to decision-making and leadership in the GC.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

- 29 11. Provide ministerial leadership for retired workers.

## PUBLIC AFFAIRS AND RELIGIOUS LIBERTY DEPARTMENT

**Retain - Majority of respondents said, "Definitely retain."**

- 74 1. Provide liaison with national and state/provincial government agencies on religious liberty, church-state relationships, etc.
- 72 3. Monitor judicial and legislative trends.
- 72 6. Provide monies for Liberty Magazine and the legal defense fund through the promotion of the annual Liberty offering.
- 70 2. Promote Adventist concepts of church-state relations among thought leaders and the media.
- 70 4. Coordinate with the GC legal office and NAD union PARL directors to provide help for individuals who are having employment or legal difficulty due to issues of conscience.
- 68 7. Assist other departments in church/state issues related to their programs. (For example, Church Ministries and In-gathering restrictions, licenses, permits, bonds.)
- 68 9. Coordinate the work of the GC Congressional Liaison as it relates to the NAD.
- 66 5. Publish Liberty Sentinel.
- 63 10. Coordinate the union PARL directors. (This is a particularly significant task because the 54th General Conference Session recommended that PARL normally operate on the union level.)
- 62 8. Provide staff support for the development and adoption of official church position statements on public issues.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

There were no items in this category.

## PUBLISHING DEPARTMENT

**Retain - Majority of respondents said, "Definitely retain."**

- 61 16a. Regular contact by mail and telephone with the Union publishing directors and associate directors.
- 61 24. Maintain IE retirement records submitted by local conferences.
- 60 26. Process about 40 inquiries a week from offers of literature and/or Bible lessons which are forwarded to local conferences.
- 59 6c. Represent the NAD on the board of Review and Herald Publishing Association.
- 59 16c. Regular contact by mail and telephone with the Publishing house presidents.
- 58 6b. Represent the NAD on the board of Pacific Press.
- 58 22b. Prepare reports on Yearly IE Soul-Winning Achievements.
- 57 22a. Prepare reports on Quarterly IE Sales and Soul-Winning.
- 57 22d. Prepare reports on HHES/FHES Annual Summary.
- 56 21e. Produce IE Recruitment Video.
- 54 1. Provide staff support for the NAD Literature Ministry Coordinating Board and NAD IMCB Executive Committee.
- 55 6a. Represent the NAD on the board of Christian Record Services.
- 55 6d. Represent the NAD on the board of Narcotics Education, Inc.
- 54 15. Recommend names to Unions for publishing calls as requested.
- 54 21b. Produce IE Training Videos (a series of 30).
- 54 22c. Prepare reports on Quarterly and yearly Adventist Book Center
- 54 25. Maintain file on NAD publishing leaders.
- 53 21c. Produce Subscription Literature Video to be used by IEs with prospective customers. (An interested person may share information with their spouse or friends at their convenience and this will be a tool to aid in increasing sales by our IEs.)
- 53 21d. Produce Videos in French and Spanish.
- 51 3b. Provide staff support for the NAD IMCB Book Review Committee.
- 51 11. Recommend new policies to the NAD Committee.
- 51 12. Assist with Union IE training schools and institutes.
- 51 18. Inform Unions and conferences of the current IE statistics.
- 51 22f. Prepare reports on Yearly Literature Evangelist Honor Roll.
- 50 16e. Regular contact by mail and telephone with the Publishing house marketing representatives.
- 50 23. Collect the information needed to keep the Publishing Department abreast of the publishing activities in the NAD.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

- 51 4. Conduct a yearly HHES Credit and Collection Workshop.
- 50 2. Coordinate the strategic planning process for the overall NAD publishing program.

Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."

- 45 16b. Regular contact by mail and telephone with the Local conference publishing directors.
- 40 9. Establish a Literature Ministry Seminary.
- 39 16f. Regular contact by mail and telephone with the ABC managers.
- 37 8. Conduct LISTEN training schools.
- 36 17. Publish Mirror NAD Publishing Department newsletter
- 35 5. Conduct a yearly HHES Data Processing Workshop.
- 35 16d. Regular contact by mail and telephone with the Publishing house vice-presidents.
- 28 22e. Prepare reports on Yearly Student Report and Honor Roll.
- 27 14. Assist in the development of Union goals and plans.
- 26 13. Conduct ABC and HHES/FHES surveys.
- 26 19. Inform Unions and conferences of position changes.
- 26 21a. Produce ABC Video to be used in local churches to outline the services offered by the Adventist Book Centers.
- 25 3g. Provide staff support for the following NAD IMCB French Literature Subcommittee.
- 25 7. Coordinate the LISTEN Community Crusade Against Drugs.
- 25 16g. Regular contact by mail and telephone with the HHES/FHES managers.
- 23 20. Inform Unions and conferences of ABC statistics.
- 22 3d. Provide staff support for the following NAD IMCB HHES Subcommittee.
- 21 3e. Provide staff support for the following NAD IMCB NAD Sales Development Subcommittee.
- 21 10. Communicate and monitor compliance with NAD Publishing Department policies.
- 19 3a. Provide staff support for the following NAD IMCB ABC Subcommittee.
- 19 3f. Provide staff support for the following NAD IMCB Publishing House Subcommittee.
- 19 3h. Provide staff support for the following NAD IMCB Spanish Literature Subcommittee.
- 17 3c. Provide staff support for the following NAD IMCB FHES/Regional Subcommittee.

## SECRETARIAT

**Retain - Majority of respondents said, "Definitely retain."**

- 82 B1. Maintain the permanent record of the actions of NADCOM, NADA, NADCOA, other standing North American Division committees, and the North American Division Year-end meetings.
- 79 B4. Coordinate the annual update of the SDA Yearbook.
- 78 A2. Process and issue credentials and licenses for all GC headquarters personnel and GC institutions in the NAD.
- 76 B3. Coordinate the approval, compilation, and distribution of North American Division working policies.
- 74 A1. Maintain the Calendar of Approved Meetings.
- 70 B2. Share with other officers in general administration.
- 64 B5. Oversee the in-service training of Union secretaries.
- 62 B6. Provide support services for union secretaries.
- 61 B9. Process interdivision travel requests for services of persons in NAD unions, conferences and institutions.
- 58 B8. Assist in the reassignment of returning missionaries.
- 57 B10. Coordinate travel of GC personnel in the NAD.
- 53 B7. Assist in the promotion of missions awareness on university and college campuses.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

There were no items in this category.

## TREASURY

**Retain - Majority of respondents said, "Definitely retain."**

- 80 2. Coordinate the development of the NAD annual budget.
- 80 4. Represent NAD treasury on major boards and committees.
- 78 5. Provide financial reports to various committees.
- 77 1. Management of NAD funds, assuring that the funds are processed and distributed in harmony with the policy, budget and/or the actions of governing boards and committees.
- 77 6. Provide information and support for Union treasurers.
- 76 3. Process NAD travel expense reports and assist in the management of staff travel budgets.
- 76 9a. Manage the Capital Reversions Fund.
- 73 9b. Manage the Evangelism Fund.
- 71 9c. Manage the Large City Church Building Fund.
- 71 9d. Manage the Inner City Fund.
- 71 9e. Manage the Church Growth Fund.
- 67 7. Conduct training for Union treasurers.
- 67 8. Participate in the development of financial policies.

**Improve - Majority of respondents said, "Retain but improve" or "Eliminate unless improved."**

There were no items in this category.

**Possibly Eliminate - Showing percentage of responses for "Definitely eliminate," and "Eliminate unless improved."**

There were no items in this category.